

2019–2020
ANNUAL
REPORT



Queensland
Government

This annual report provides information about the Queensland Police Services' financial and non-financial performance information for 2019-20. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the Annual report requirements for Queensland Government agencies.

Enquiries and further information

Telephone: (07) 3364 3616

Visit: www.police.qld.gov.au

Email: QPS.Reporting@police.qld.gov.au

This annual report can be obtained in paper form by calling 13 QGOV (13 7468) or online at www.police.qld.gov.au/corporatedocs/reportsPublications/annualReport/default.htm.

Feedback

Feedback on the annual report can be provided through the Get Involved website: <https://www.getinvolved.qld.gov.au/qi/consultation/7550/view.html>

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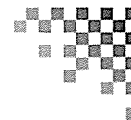
Letter of compliance



QUEENSLAND POLICE SERVICE

COMMISSIONER'S OFFICE
200 ROMA STREET BRISBANE QLD 4000 AUSTRALIA
GPO BOX 1440 BRISBANE QLD 4001 AUSTRALIA

Email: commissioner@police.qld.gov.au



Our Ref.

Your Ref.

23 September 2020

The Honourable Mark Ryan MP
Minister for Police and Minister for Corrective Services
Level 31, 1 William Street
BRISBANE QLD 4000

Dear Minister

I submit for presentation to the Parliament the Annual Report 2019-20 and financial statements for Queensland Police Service.

I certify that this Annual Report complies with:

- the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2019, and
- the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found at page 104 of this annual report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'K. Carroll'.

KATARINA CARROLL APM
COMMISSIONER

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Commissioner's message

In my first year as Queensland's Police Commissioner, I feel immensely proud of how the QPS has responded to a constantly evolving policing environment.

In 2019-20, the QPS faced many challenges, including the impact of the COVID-19 health pandemic which saw the QPS significantly refocus its services in the second half of the 2019-20 year. The QPS played a critical role in responding to this pandemic and to flattening the curve here in Queensland. This involved:

- closing the Queensland borders for the first time in 100 years in the interests of safety which resulted in state border controls at airports and state roads and enforcing entry restrictions;
- standing up the State Police Operations Centre (SPOC) and activation of the State Disaster Coordination Centre (SDCC) to prepare, plan and coordinate the QPS's and whole-of-Government response to COVID-19;
- conducting border patrols and vehicle checkpoints, quarantine compliance visits, social distancing enforcement and deployment of officers and staff members to the SPOC and SDCC, while maintaining business as usual policing activities;
- conducting various policing operations and changing how we deliver frontline policing services to reduce the potential transmission of COVID-19.

Despite these challenges, the QPS continued to deliver outstanding frontline policing services and accomplished significant achievements that showcased the exceptional work and dedication of our members. Achievements for 2019-20 included:

- the commencement of the Service Alignment Program to improve how we deliver frontline services. Business improvements delivered during the reporting period include the:
 - service delivery re-design trial in Moreton District, which is aimed at establishing connectivity between different teams and functions across the district. The new service delivery model will align functionality and create further efficiencies in our business processes and practices;
 - transition to a four Deputy Commissioner model, with the creation of a new Regional Queensland Deputy Commissioner (located in Townsville) to oversee the policing operations across the central and northern police regions. The Southern Queensland Deputy Commissioner oversees the policing operations across the Southern, South Eastern and Brisbane Regions. The introduction of the Southern and Regional Deputy Commissioners assists the Service in strengthening important partnerships with government agencies, non-government organisations and community groups, to maximise opportunities and ultimately prevent crime and enhance community safety. It also provides greater support and better understanding of our frontline service delivery;
 - introduction of Workplace – a dedicated and secure internal communications platform.
- the commencement of the *Human Rights Act 2019* in January 2020 and the QPS's commitment to respect, protect and promote human rights in our decision-making and actions;
- the implementation of the Youth Justice Five-Point Action Plan to ensure that youth offenders are both held liable for their actions but also can be appropriately diverted to support services to curb future recidivist behaviour;
- contributing to the Domestic and Family Violence Third Action Plan 2019-20 to 2021-22;
- conducting various road policing operations to reduce the road toll and curb negative road user behaviour;
- the QPS acknowledged the 30-year anniversary of the Fitzgerald Inquiry which provided an unprecedented platform for long lasting reform. The legacy of this reform is still felt in the QPS 30 years later;

- advancements in investigative techniques, including solving one of the oldest cold case murder investigations dating back 55 years;
- leveraging technological advancements to improve the way we deliver policing services including remote piloted aircraft to reduce delays on main roads and freeways caused by major traffic accidents and a new evidence management facility in Brisbane;
- continuing to improve communications with the community through various social media platforms;
- development of a new Safety and Wellbeing Strategy and commencement of an external review of our current injury management processes which will guide the Service as we create a healthy, connected and supported workforce.

We also farewelled former Assistant Commissioners Tony Wright, Alan McCarthy and Alistair Dawson in 2019-20. They had long-standing careers with the QPS spanning over 30 years each. They collectively delivered invaluable services to the community of Queensland and I wish them well in their future endeavours.

I am incredibly passionate about providing the best possible service to the community of Queensland with the new values I released in January 2020, including integrity, professionalism, community, fairness and respect which represent who we are at the core of ourselves, our organisation and our community. These new values will position the service to achieve greater outcomes for our organisation and our communities as we continue to move towards a policing model that is focused on prevention, disruption, investigation and response.

I am honoured to have led the QPS in my first year as Commissioner and I would like to thank the QPS Executive Leadership Team and our 15,000 members, police and staff alike, for their exceptional service, extraordinary dedication and commitment to keeping our community safe and making Queensland the safest State.



Katarina Carroll APM
Commissioner

About Us

The QPS is the primary law enforcement agency for Queensland. It fulfils this role throughout the state, 24 hours a day, seven days a week, upholding the law and providing assistance to the community particularly in times of emergency, disaster and crisis.

The Queensland Government supported the QPS 2019-20 budget which totalled more than \$2.6 billion, made up of \$2.428 billion for operating expenses and \$178.3 million for capital programs, including QPS programs delivered through the Public Safety Business Agency.

Our Vision: *Delivering safe and secure communities through collaboration, innovation and best practice.*

Our Purpose: *In collaboration with community, government and non-government partners, provide effective, high quality and responsive policing services to make Queensland safer.*

Our Accountabilities

Under the *Police Service Administration Act 1990*, the QPS is responsible for:

- preserving peace and good order in all areas of Queensland
- protecting and supporting the Queensland community
- preventing and detecting crime
- upholding the law
- administering the law fairly and efficiently
- bringing offenders to justice.

Our values

Consistent with the *QPS Strategic Plan 2019-2023*, QPS members value:

- **Courage:** by always doing the right thing
- **Fairness:** in making objective, evidence-based consistent decisions and by treating people with respect
- **Pride:** in themselves, the QPS, the work they do and the community they serve.

In January 2020, the Commissioner released new values to support her vision for the QPS moving forward which include:

- **Integrity:** is in everything we do. We are honest, trustworthy and hold each of to a high standard
- **Professionalism:** times are challenging but if we are professional in everything we do, our communities will continue to support us
- **Community:** we support each other and lend a hand to ensure we can respond to community needs as well as the needs of our policing community
- **Fairness and Respect:** we treat each other and our communities as we would like to be treated ourselves – with fairness, dignity and respect.

The QPS shares the Queensland Public Service Vales of:



Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Our objectives

The QPS contributed to the government's objectives for the community by delivering quality frontline services and supporting safe, caring and connected communities. The QPS did this through our focus on:

- Stopping crime
- Making the community safer
- Strengthening relationships with the community
- Equipping our workforce for the future so we can meet the challenges of policing as we move forward.

Strategies

The QPS achieves its objectives through a range of strategies:

To **stop crime**, the QPS:

- developed sustainable, effective, innovative and efficient approaches to prevent, disrupt and investigate crime
- addressed the threat of serious and organised crime, terrorism and radicalisation through strong collaborative partnerships with the community and other law enforcement agencies.

To **make the community safer**, the QPS:

- provided timely and professional responses to calls for service to maintain community confidence through a community-centred, victim-focussed approach to policing
- worked to improve policing responses to people who are over-represented in the criminal justice system as either victims or offenders, including vulnerable persons and victims of domestic and family violence.

To **strengthen relationships with the community**, the QPS:

- fostered collaborative partnerships with government agencies, non-government organisations and community groups to maximise opportunities to prevent crime and enhance community safety
- worked to preserve the legitimacy of policing through fair and ethical service delivery
- strengthened positive online user and social media experiences to expand options for engagement with police.

To **equip the workforce for the future**, the QPS:

- invested in our people to meet current and future challenges through capability planning and development to position the QPS as a learning organisation
- worked to deliver world-leading equipment, technology and facilities to support our frontline staff
- supported healthy, safe and inclusive workplaces and promoted a diverse workforce that reflects the community we serve.

The QPS also contributed to a range of local, state and national strategies on matters including youth justice, drugs and alcohol, domestic and family violence and vulnerable persons, mental health, child protection, counter-terrorism and road safety.

Queensland Government objectives

The Queensland Government remains committed to meeting the challenges facing Queensland communities, particularly around job-creation and a stronger economy, education, health and community safety.

Our Future State

Our Future State: Advancing Queensland's Priorities are the government's objectives for the community. They are designed to confront and tackle the major challenges facing Queensland.

Advancing Queensland's Priorities is part of the Government's long term plan for the future of our state, guided by the Queensland Plan. More information about the plan is available online at www.queenslandplan.qld.gov.au

Community safety is a shared responsibility and the QPS works with other government departments, agencies, community groups and members of the community to support the safety and security of all Queenslanders.

Information about QPS policies, programs and services aimed at keeping our communities safe can be found in 2019-20 Highlights (refer page 34).

Keep Communities Safe

As part of the *Our Future State: Advancing Queensland's Priorities*, the government has identified six priority outcomes for Queensland now and into the future.

The Keep Communities Safe outcome will focus on reducing victimisation and youth crime and youth reoffending and will build the government's recent effort in key areas such as tackling Ice, domestic and family violence, and toughening its serious and organised crime legislation.

The Queensland Government will work to deliver the two key targets of the Keeping Communities Safe outcome:

- a 10% reduction in the rate of crime victims over 10 years
 - more can be done to reduce the number of crime victims—particularly victims of personal and property crime. This means reducing the number of people physically and sexually assaulted, and those affected by domestic and family violence, as well as reducing break and enters, vehicle thefts and property damage.

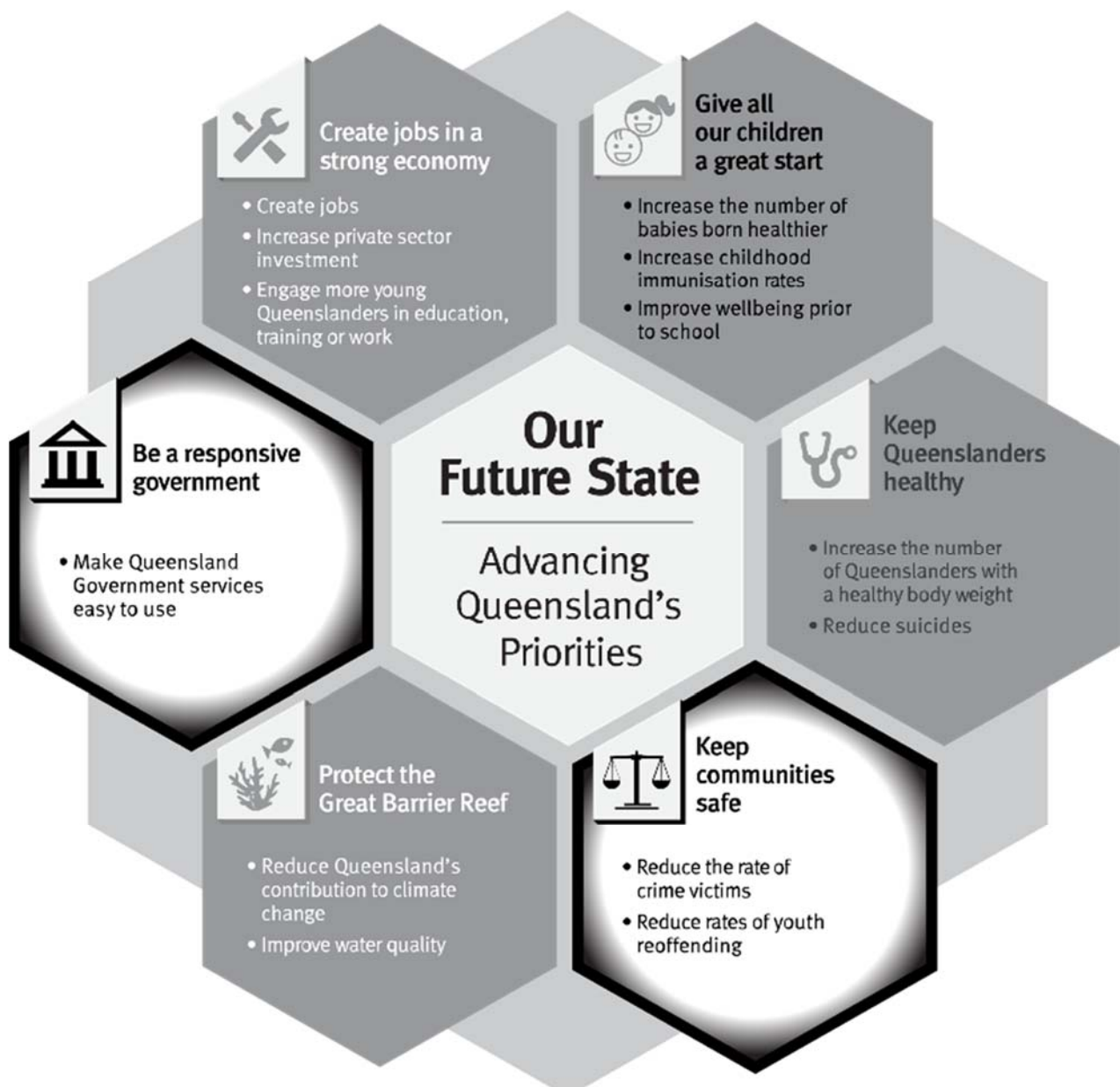
- a 5% reduction (by 2020-21) in the rate of youth reoffending over five years (from 2015-16)
 - early intervention activities such as diversionary programs, along with engagement in education, training, employment and sport can have a positive impact on young people before they become ingrained in the criminal justice system.

In 2019-20, the QPS has undertaken the following activities to reduce victims of crime:

- commenced bodies of work to implement the QPS Crime Prevention Framework to deliver a three-pillared victimology, engagement and evidence-based intervention approach to support prevention, planning and collaboration focussing on preventing property and personal crime victimisation, including domestic and family violence;
- refreshing the Crime Prevention Through Environmental Design (CPTED) guidelines for Queensland, as well as, free CPTED training for local community groups, schools and local councils;
- developing training packages to deliver free presentations and resources for members of the community on personal safety, cybercrime and fraud prevention.

More information about Keeping Communities Safe is available online at <https://www.ourfuture.qld.gov.au/safe-communities.aspx>.

The QPS will also contribute to other priority outcomes as part of the *Our Future State: Advancing Queensland's Priorities*.



Human Rights Act 2019

On 1 January 2020, the *Human Rights Act 2019* (the Act) came into effect, creating obligations for public entities to act and make decisions in a way that is compatible with human rights, and to give proper consideration to human rights when making a decision. The QPS has made a commitment to respect, protect and promote human rights in our decision-making and actions.

The QPS works tirelessly to ensure Queensland is the safest state which includes exercising police powers embedded in legislation in a way that least impacts on people's rights while protecting the liberty and security of the Queensland community.

As part of this commitment, the QPS has taken steps to further the objectives of the Act including:

- creating a network of human rights champions in each region, district and command across the QPS to serve as a key point of contact and to foster a culture of human rights within their respective areas;
- development of the Human Rights Training Strategy 2019-20 which aimed to equip employees with the requisite knowledge to consistently and competently apply human rights considerations in the performance of their duties;
- reviewing all legislation administered by the QPS, however, no legislative amendments were deemed necessary;
- reviewing existing local policies and procedures which resulted in over 2,000 documents being assessed and amended to support compatibility with the Act;
- over 40 human rights awareness sessions were delivered to over 800 members across the Service on how best to integrate human rights in their day-to-day business (pre-COVID-19);
- delivery of the Human Rights Communication Strategy 2019;
- publishing a series of articles in the QPS Police Bulletins, which is a "newsletter" style publication;
- embedding human rights in our internal and external reporting requirements;
- developing a human rights online learning product that was compulsory for all QPS members as well as a 5 Minute Intensive Learning Experience (5MILE);
- amending Service-wide policies and procedures to incorporate human rights.

Human Rights complaints

Since the commencement of the Act, the QPS has updated its complaints and grievance policies, procedures and mechanisms to ensure human rights complaints can be recorded, assessed and responded to appropriately.

Since the commencement of the Act on 1 January 2020 to 30 June 2020, there were 244 complaints where one or more human rights were alleged to have been unreasonably limited. All complaints are assessed to determine the validity of the allegations raised, and as at 30 June 2020:

- 99 of the 244 complaints had been finalised;
- 14 (of the 99) complaints were considered to be minor and resulted in management action as a human right was assessed as infringed. The officer/s involved received additional training and guidance;
- 85 finalised complaints were unfounded or had no adverse human rights implications;
- 145 of the 244 complaints are yet to be finalised.

Total number of complaints where one or more Human Rights were allegedly unreasonably limited (as at 30 June 2020)	Further Action (as at 30 June 2020)
244	14

Notes:

- (i) A *human rights complaint* is a complaint about an alleged contravention of Section 58(1) of the Act by a public entity in relation to an act or decision of the public entity (i.e. that an act or decision is not compatible with human rights and/or that a decision did not properly consider relevant human rights).
- (ii) It is expected that sometimes a complainant will not identify human rights matters within a complaint they make to the QPS. Where the QPS identifies that the complaint may include a contravention of Section 58 of the Act the QPS is expected to record this and respond appropriately.
- (iii) The total number of human rights complaints includes all those identified by a complainant and the QPS. A human rights complaint is counted as one regardless of the number of alleged acts, decisions or human rights limited within a complaint made to the QPS.
- (iv) The total number of complaints where one or more HR were allegedly unreasonably limited (244) is already included in the total number of complaints against police (refer page 51).

Key QPS actions that engaged human rights during COVID-19

During 2019-20, the COVID-19 health pandemic emerged at a significant issue for the QPS and Queenslanders. The QPS continues to play a central role in the whole-of-government response to ensure compliance with public health directions to reduce potential transmission, while still delivering key frontline services to the Queensland community.

The QPS acknowledges its involvement in the whole-of-government response to COVID-19 restricted some human rights such as freedom of movement and peaceful assembly and freedom of association. However, the temporary limitations of these rights were lawful, necessary and proportionate to prevent transmission of the virus and loss of life. The public health measures implemented in response to the COVID-19 pandemic and the associated compliance activities including self-isolation and social distancing were balanced against the critical need to promote and protect the right to life.

Our environment

The policing environment in Queensland has changed and traditional policing services are adapting to meet the demands of policing now and into the future. Shifting community expectations and rapid technological innovation are impacting on traditional approaches to policing and service delivery more broadly. Rapid advances in technology are changing the way people interact with each other. Queensland also remains at risk from natural disasters, the COVID-19 health pandemic and severe weather events, which present threats to public safety.

In response, the QPS will:

- continue to deliver business improvements resulting from the Service Alignment Program;
- continue to commit to respect, protect and promote human rights in our decision-making and actions;
- continue to address the COVID-19 pandemic to reduce potential transmission, conduct border patrols and ensure the health and safety of our workforce and the Queensland community;
- continue to deliver key initiatives of the Government's Keep Communities Safe and Tackling Alcohol Fuelled Violence policies;
- continue to support the implementation of the Domestic and Family Violence Prevention Strategy 2016-2026 and the Government response to the report from the Special Taskforce on Domestic and Family Violence in Queensland;
- work with other relevant agencies to increase the proportion of offenders, particularly young people, diverted from the criminal justice system;
- utilise new and emerging technologies to benefit police, by improving interoperability between public safety agencies and enhancing operational effectiveness;
- continue to work collaboratively with police agencies in other jurisdictions to address serious criminal activity.

Our challenges and opportunities in 2019-20

The QPS acknowledges the importance of addressing a range of potential strategic challenges to ensure we keep Queenslanders safe. The Service identified these challenges along with opportunities over the next 12 months, linking them to the four strategic objectives and supporting the delivery of safe and secure communities.

Key challenges for the QPS during 2019-20 included:

- adapting to economic conditions to ensure the delivery of high quality and efficient policing services;
- strengthening the ethical behaviour of police to address the community's changing expectations;
- maintaining community satisfaction and confidence in police in an environment of changing expectations;
- adapting to the proportion of demand on police containing digital elements, with the knowledge and skills to understand criminal uses of emerging technologies being crucial for law enforcement.

To address these challenges, the QPS identified the following opportunities to best position the QPS to make Queensland a safer place for all:

- maintaining strong leadership of the QPS service delivery model during growing and changing demands to improve the future direction of the organisation;
- championing networks and partnerships across the public and private sectors and the community to create opportunities to improve responses and enhance social cohesion;
- promoting a workforce which is flexible, inclusive and diverse to enhance engagement and performance in delivering services to the Queensland community;

- empowering the workforce by investing in their safety and wellbeing and organisational capabilities to improve responses to future challenges;
- championing collaborative approaches through information sharing and coordinated case management with partnering stakeholders to benefit Queensland's youth.

2020-21 Outlook

The greatest strategic challenges for the QPS in 2020-21 will be:

- maintaining an agile disaster management capability to plan for and respond to an increase in the frequency and/or severity of extreme weather events, natural disasters and severe community health challenges including the ongoing COVID-19 pandemic;
- adapting to economic conditions to ensure high quality and efficient policing services are met and maintained;
- strengthening the integrity and professionalism of police to enhance community satisfaction, trust and confidence in the QPS, in an environment of evolving community expectations;
- adapt to keep pace with the challenges of a dynamic environment with new and emerging technologies.

To address these challenges in 2020-21, the QPS identified the following opportunities including:

- leading the QPS service delivery model during growing and changing demands influenced by numerous factors including population growth, the aging population and cultural diversity;
- championing networks and partnerships across the public and private sectors and the community to create opportunities to improve responses and enhance social cohesion and community safety;
- promoting a workforce which is flexible, fair, inclusive and diverse to enhance engagement and performance in delivering services to the Queensland community;
- empowering the workforce by investing in their safety, mental health and wellbeing and organisational capabilities to support future challenges;
- championing collaborative approaches to improve understanding and positive outcomes for vulnerable and high-risk groups in Queensland.

Legislation administered by the QPS

In accordance with *Administrative Arrangements Order (No. 1) 2020*, the QPS administered the following legislation during 2019-20:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Prostitution Act 1999*
- *Public Safety Preservation Act 1986*
- *State Buildings Protective Security Act 1983*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*

Our partners

The QPS continued to foster strong relationships with its partners in the community, including the Queensland Police-Citizen Youth Welfare Association, Neighbourhood Watch Queensland and Crime Stoppers Queensland.

- **Queensland Police-Citizens Youth Welfare Association (QPCYWA)**

The QPCYWA, commonly known as Police-Citizens Youth Club (PCYC), is a non-government, not-for-profit organisation that provides appropriate, affordable and accessible youth development programs and services to support young people in making positive life choices.

Every PCYC is managed by a QPS Sergeant as its Branch Manager. This encourages positive relationships in the community and fosters unique interactions and experiences between QPS officers and young Queenslanders. The PCYC was first established in 1948 and there are 55 PCYC locations with 77 staff, comprising 73 sworn and 4 unsworn members working to manage and coordinate their operations across the state.

For more information or to find a club near you, visit the PCYC website at www.pcy.org.au.

- **Neighbourhood Watch Queensland (NHWQ)**

NHWQ is a joint partnership between the QPS and the Queensland community to enhance community safety. It encourages communities to join together in small informal groups to improve the safety of their families and other people who live, visit and do business in their neighbourhood. NHWQ is focused on enhancing home security, reducing the fear of crime and reporting suspicious activity to police. There are approximately 390 NHWQ groups located throughout Queensland.

The NHWQ blog provides daily NHWQ information from around the state.

For more information or to find your local NHW group, visit the NHWQ website at www.nhwq.org.

- **Crime Stoppers Queensland**

Crime Stoppers Queensland is a community volunteer organisation that encourages the community to help make a difference in solving and preventing crime. It provides an avenue for the community to assist police to solve crimes.

Crime Stoppers Queensland provides a telephone hotline and website for members of the community to provide anonymous information about criminal activity. This information is sent electronically to the relevant police establishment for investigation in the area where the crime is occurring.

The QPS assists Crime Stoppers Queensland through the following mechanisms:

- the Assistant Commissioner, State Crime Command is on the Board of Directors as the Commissioner's representative
- a dedicated police unit manages the partnership deliverables, administers intelligence reports, handles investigator inquiries and assists Crime Stoppers State Office personnel with promotional displays and presentations as required
- police officers act as partnership representatives on each of the 31 Volunteer Area Committees spread throughout the state.

During 2019-20, the QPS Crime Stoppers Unit, in partnership with Crime Stoppers Queensland, continued to receive information from the public on criminal activity which resulted in:

- over 68,000 contacts from members of the public
- the apprehension of 1,713 people
- more 6,700 charges being laid
- the confiscation of more than \$3,421,000 worth of drugs
- the seizure of approximately \$1,662,000 in proceeds of crime.

For more detailed information, visit the Crime Stoppers Queensland website at www.qld.crimestoppers.com.au.

- **Volunteers in Policing**

The aim of the Volunteers in Policing (ViP) program is to recruit and train local community members to carry out a range of voluntary tasks that complement but do not compete with the established responsibilities of police officers and other paid staff members. In general, these tasks assist police to deliver a range of services designed to enhance community safety. ViPs are based in local police establishments where they work with police to address customer service, community safety and crime prevention needs in the community. ViPs also support victims of crime, often attending with police to speak with and provide support to people who have gone through difficult and traumatic experiences. ViPs also assist Police Recruiting with the overall recruiting process. There are approximately 350 ViPs throughout the state.

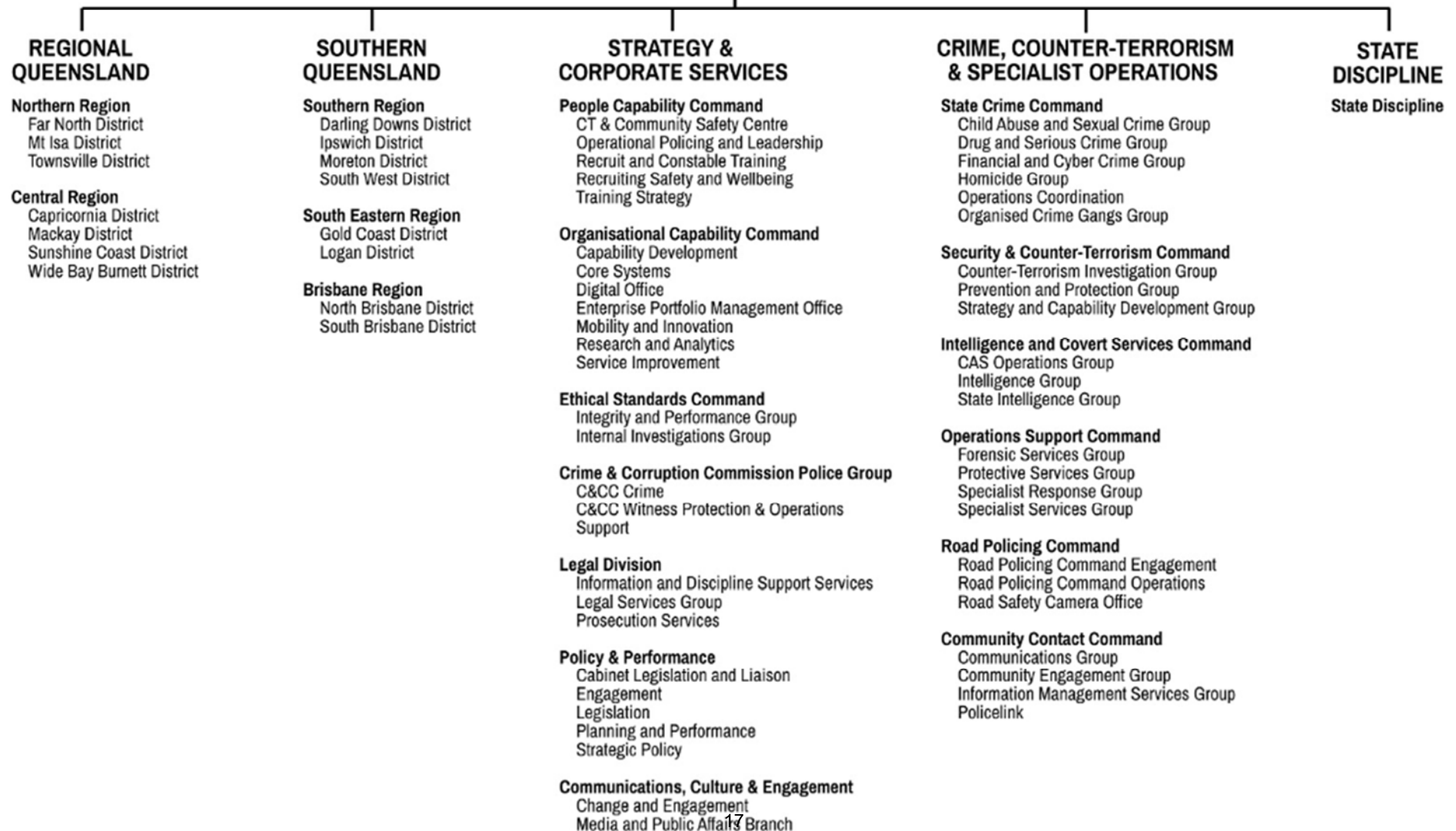
For more information or to become a ViP, visit the QPS website www.police.qld.gov.au/join/vip/default.htm.

Organisational structure

(as at 30 June 2020)

MINISTER FOR POLICE AND MINISTER FOR CORRECTIVE SERVICES

COMMISSIONER OF POLICE



Regional Queensland is responsible for and oversees the policing operations throughout Central and Northern Regions.

Southern Queensland is responsible for and oversees the policing operations across Brisbane, South Eastern and Southern Regions.

- *As part of the QPS's response to COVID-19, Deputy Commissioner Southern Queensland, Steve Gollschewski, as the State Disaster Coordinator, was deployed as the Commander of Taskforce Sierra Linnet within the State Police Operations Centre. During this time, Deputy Commissioner Regional Queensland oversaw the responsibilities for Southern and Regional Queensland.*

Strategy and Corporate Services is responsible for continuous improvement and review, organisational efficiencies and better service provision to our community. The portfolio is responsible for Organisational Capability Command, People Capability Command, Policy and Performance Division, Legal Division, Ethical Standards Command, Communications, Culture and Engagement Division and the Crime and Corruption Commission (Police Group).

Crime, Counter-Terrorism and Specialist Operations is responsible for the provision of specialist police services through Community Contact Command, Security and Counter-Terrorism Command, Intelligence and Covert Services Command, Operations Support Command, Road Policing Command and State Crime Command.

State Discipline is responsible for the effective management of the discipline process across the QPS, by providing consistency with government policy directions and the Service's strategic plan.

Service Alignment Program

In late 2019, the Commissioner sought a detailed, independent assessment of strategic challenges and opportunities for the organisation which came to be known as the QPS Strategic Review. The Review concluded in December 2019 with 22 recommendations made across seven themes:

1. People, culture, health and wellbeing – supporting an engaged workforce
2. Service delivery optimisation – an integrated service delivery model that respects local requirements
3. Balancing resources and demand – mechanisms intended to ensure resources are allocated equitably across the Service
4. Organisational performance management – implementing an approach that connects the organisation and unifies effort
5. Governance – supporting effective prioritisation and decision making
6. Importance of implementation – an improved, outcomes focussed orientation in delivering initiatives
7. Public Safety Business Agency (PSBA) – a customer-oriented delivery model better attuned to the needs of the QPS.

The Service Alignment Program was established in January 2020 to implement the recommendations. The objectives of the program are threefold:

1. delivering effective, efficient and responsive policing services
2. a balanced focus on prevention, disruption, response and investigation
3. a connected and engaged workforce aligned to the QPS values.

One of the foundational initiatives for the program is the Service Delivery Redesign Project which began in early 2020 and will drive service delivery reform throughout the state. The new service delivery model will be piloted in Moreton District in late 2020 with a broader rollout anticipated for 2020-21.

The SAP also facilitated the following organisational business improvements between program inception and 30 June 2020:

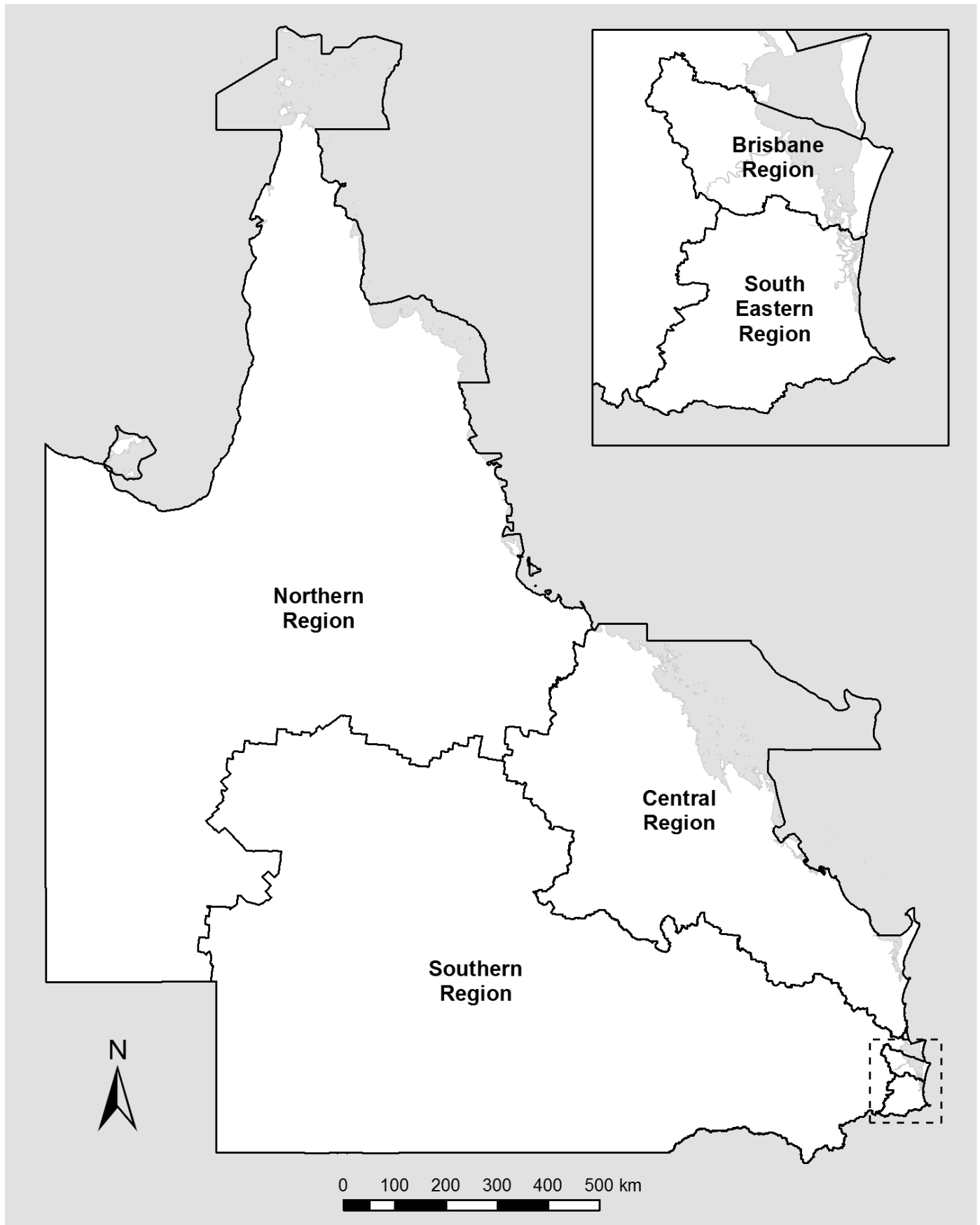
- the transition to a four Deputy Commissioner model with the creation of a new Regional Queensland Deputy Commissioner (located in Townsville) to oversee the policing operations across the central and northern police regions. The Southern Queensland Deputy Commissioner oversees policing operations across the Southern, South Eastern and Brisbane Regions. The introduction of the Southern and Regional Deputy Commissioners will assist the service in strengthening important partnerships with government agencies, non-government organisations and community groups to maximise opportunities and ultimately enhance community safety. It also provides greater support and better understanding of our frontline service delivery;
- Axon Citizen – a new functionality which simplifies the process for collecting evidence from members of the public. An intuitive interface allows critical evidence to be securely submitted into Evidence.com where items can be viewed, catalogued and stored. This new functionality will save officer time by removing the need to drive out to collect evidence on USBs or other storage devices or to obtain software to view footage that has been obtained;
- introduction of Workplace – a dedicated and secure internal communications platform to better connect and engage with our workforce.

In addition, the QPS also implemented changes to the organisational structure, including:

- transition of the QPS Armoury from PSBA to QPS as part of the realignment of PSBA and QPS functions;
- creation of the Communications, Culture and Engagement Division.

QPS Regional Map

(as at 30 June 2020)



Locations

QPS delivers its services from various locations throughout the state including:

• Police stations	339
• Police watchhouses	58
• Police neighbourhood beats and shopfronts	83
• District offices	15
• Headquarters and regional offices	6
• Communication centres	14
• Police academies located in Oxley and Townsville	2
• Policelink located in Brisbane (Zillmere)	1
• Rapid Action and Patrols (RAPS) located at Gold Coast and Townsville	2

In addition, each police district is supported by a range of specialist areas which may include the Child Protection and Investigation Unit, Criminal Investigation Branch, Intelligence Unit, Scenes of Crime and Scientific Units, Dog Squad Unit, Forensic Crash Unit, Road Policing Unit, Prosecutions Corp and Water Police Unit. There are also purpose-build investigation centres to respond to major incidents located at various stations and district offices throughout the state. A list of contacts and key locations for QPS is included in the appendices of this report.

The Public Safety Business Agency, in consultation with QPS, is responsible for delivering minor and medium capital works and major capital investment projects on behalf of the QPS. In 2019-20, the QPS, in partnership with PSBA, delivered:

- the new state-of-the-art Arundel Police Facility in Gold Coast District, which includes a dayroom with 104 workstations, a purpose-built Dog Squad facility and the Gold Coast Rapid Action Patrol Group;
- upgrade of the Logan Village Police Beat to the Logan Village Yarrabilba Police Facility;
- the new Newtown Police Facility, which will house various policing units and is a key hub for the local community to engage with police.

For more information on capital works activities, refer to the PSBA Annual Report 2019-20 which is available at www.psba.qld.gov.au.

QPS response to COVID-19

During 2019-20, the COVID-19 health pandemic has emerged as a significant issue for the Queensland community. The QPS continues to play a critical role in the whole-of-government response by ensuring compliance with public health directions, while maintaining business as usual policing activities. Since the declaration of the public health emergency on 29 January 2020 under the *Public Health Act 2005*, the QPS has performed a pivotal role in the whole-of-government response to protect the community from the spread of COVID-19 in Queensland. The highly effective compliance activities performed by QPS to give effect to and enforce the public health measures are fundamental to Queensland's success in flattening the curve and keeping case numbers low. The extensive and ongoing QPS contribution to the Queensland Government's COVID-19 response has comprised the following (to 30 June 2020):

- establishing Taskforce Sierra Linnet within the State Police Operations Centre (SPOC) to prepare, plan and coordinate the QPS's contribution to the whole-of-government COVID-19 response. The operation of the SPOC and other various functions associated with the COVID-19 response has required the allocation of a significant number of police officers and staff members at short notice to duties dedicated to the COVID-19 response;
- standing up the State Disaster Coordination Centre at the Kedron Emergency Services Complex in Kedron, District Disaster Coordination Centres and Local Disaster Management Groups;
- leading the whole-of-government planning groups across a broad range of disaster management issues through its legislative responsibilities under the *Disaster Management Act 2003* and Queensland's disaster management arrangements which included the temporary appointments of the State Disaster Coordinator, District Disaster Coordinators, State Disaster Coordination Centre Commander and Chair of the State Coordination Group. The disaster management arrangements have been used to activate support from the Australian Defence Force who have provided significant commitments to the operationalisation of border plans;
- effectively implementing state border controls at international and domestic airports, state roads, and establishing vehicle check points and restricting access to remote communities prescribed as 'designated areas' under, initially, Commonwealth biosecurity legislation and later, a public health direction of the Queensland Chief Health Officer;
- appointing approximately 12,000 police officers as emergency officers (general) under the *Public Health Act 2005* which enables police officers to assume delivery of emergency officer (general) roles, including the service of quarantine notices at Queensland's state and international borders;
- providing a security overlay for quarantine arrangements at hotels and accommodation facilities for international and domestic arrivals to Queensland;
- conducting residential quarantine and business compliance visitations, including targeted operations and ongoing monitoring;
- establishing dedicated intelligence and investigative functions to detect and address offending that endangers public health;
- delivering various policing operations, including dedicated high visibility operations to enforce social distancing requirements in public places, including shopping centres, markets, parks, picnic areas, waterfronts, beaches etc;
- conducting proactive patrols, general compliance and community education about public health restrictions;
- maintaining business as usual policing functions; and
- enforcing social distancing.

The QPS has maintained business as usual policing operations with some adjustments to certain activities to reduce the risk of potential transmission of COVID-19. To prioritise the allocation of frontline resources to the COVID-19 response, the QPS deferred police attendance for some standard operational duties including:

- static breath testing and drug testing operations (random breath and drug testing continued through vehicle interceptions);
- practical driver testing in regional and remote areas;
- mobile operations component of the Camera Detected Offences Program (to re-allocate police officers normally staffing mobile speed camera vans to COVID-19 related tasks);
- diverting support staff from non-essential duties to support COVID-19 related tasks.

The guiding principle for QPS's contribution to the COVID-19 emergency has been to support the public health response through an organisational enforcement posture of '*compassion, communication and compliance*'. The QPS has issued warnings, penalty infringement notices or commenced prosecution for blatant and serious breaches of relevant *Public Health Act 2005* offences. Maintaining community confidence and cooperation is crucial to achieving the public health objectives, however, behavior that recklessly or deliberately endangers public health has been the subject of appropriate enforcement action.

The rapid and frequent changes to public health measures in Queensland have required unprecedented levels of responsivity and scalability from QPS, including legal resources to interpret and apply the measures in an operational context and communication to, and training of, frontline police to ensure the changes are understood and applied correctly. Large-scale planning activities undertaken in the preliminary stages of the QPS response enabled the operationalisation of these functions and continue to inform and be adapted for later stages of the COVID-19 response.

The QPS has taken a proactive approach in ensuring the safety and wellbeing of its employees throughout the COVID-19 pandemic. Risk mitigation measures have been implemented including:

- adjustments to operational procedures to minimise physical contact;
- supply of personal protective equipment to ensure the ongoing delivery of effective policing services to Queensland communities while safeguarding the wellbeing of QPS members;
- development of safe operating procedures to minimise risk of potential exposure to COVID-19 during routine policing functions. This includes procedures for general interactions with members of the public and specific instructions for conducting finger printing, roadside breath testing and drug testing, DNA sampling, and prisoner transportation;
- development of the COVID-19 Safe Strategy and Planning Framework, which sets out enablers for safe, healthy and sustainable workplaces; monitoring and responding to potential outbreaks of COVID-19; and delivering a protected and resilient workforce that is capable of sustaining business operations within the COVID-19 environment.

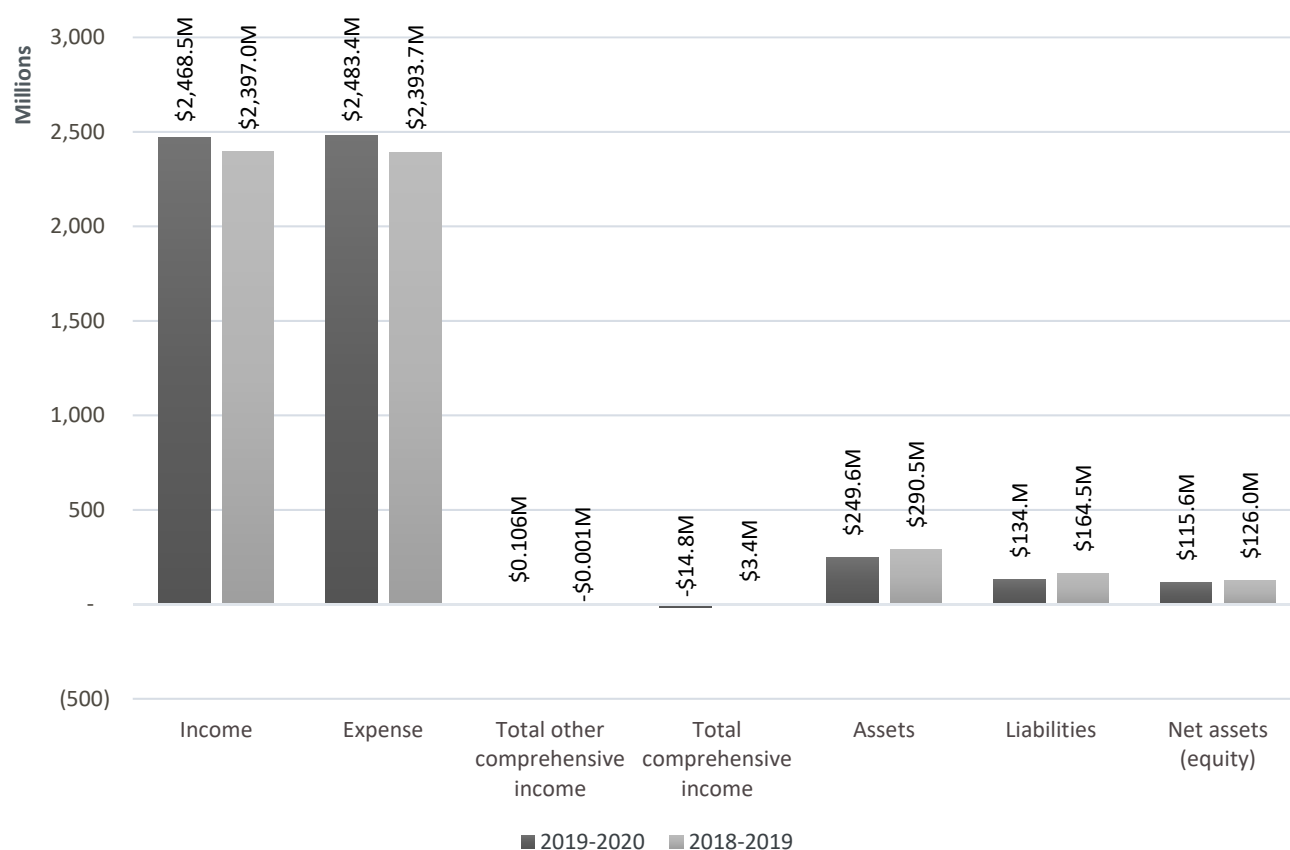
The Service continues to review and adapt its operational capabilities and priorities based on the risk profile of COVID-19 in the community. The QPS acknowledges the COVID-19 pandemic presents a significant public health and safety issue which is likely to continue into the future, at least in the short term and policing in Queensland will continue to reflect the risks to the community and QPS employees. The QPS remains committed to supporting the public health response to the declared disaster situation and public health emergency for COVID-19 through its law enforcement functions and public safety capabilities to ensure the safety of all Queenslanders.

Financial Summary

Summary of financial performance

The following table summarises the operating result and financial position for QPS 2019-20 and the previous financial year.

Statement of comprehensive income	2019-20 \$'000	2018-19 \$'000
Total income from continuing operations	2,468,540	2,397,039
Total expenses from continuing operations	2,483,421	2,393,656
Total other comprehensive income	106	(1)
Total comprehensive income	(14,775)	3,383
Statement of financial position	2019-20 \$'000	2018-19 \$'000
Total assets	249,565	290,481
Total liabilities	133,984	164,521
Net assets/equity	115,581	125,960



Income and expenses from continuing operations

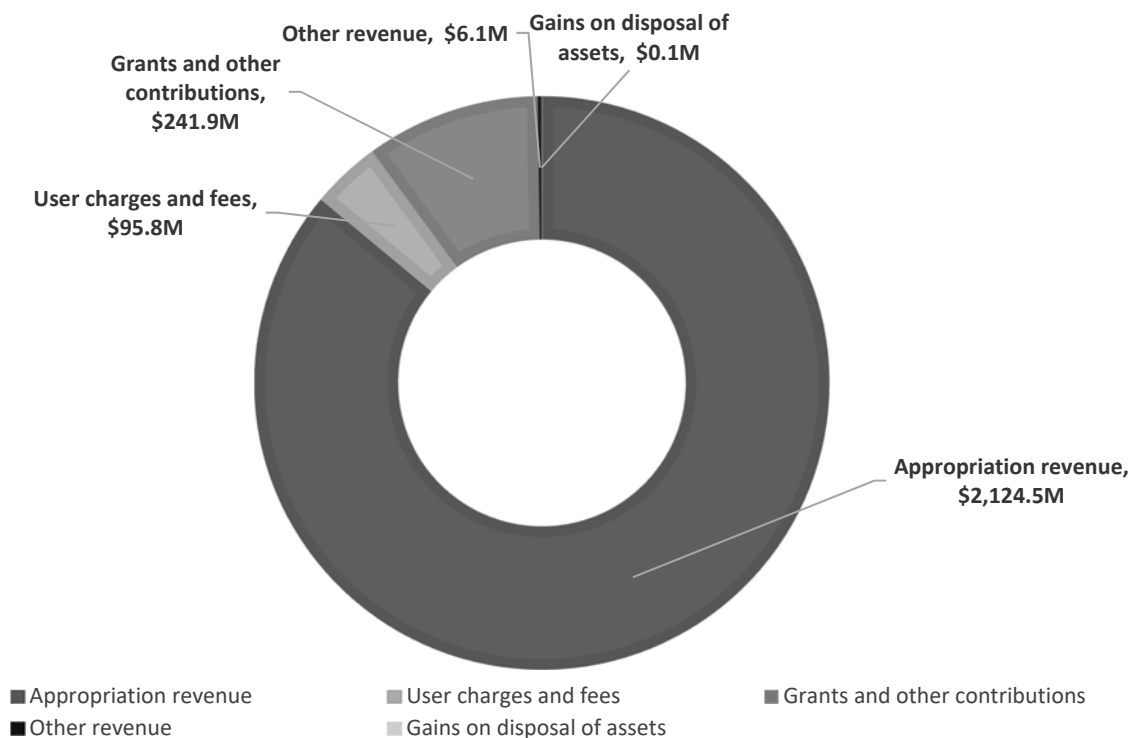
QPS is funded to deliver timely, high quality and efficient policing services, in collaboration with community, government and non-government partners, to make Queensland safer. Funding for these services is received principally through parliamentary appropriations.

QPS also receives income from other sources, including user charges and fees comprising special services, the sale of goods and services, corporate services provided by the PSBA at below fair value and government grants and contributions.

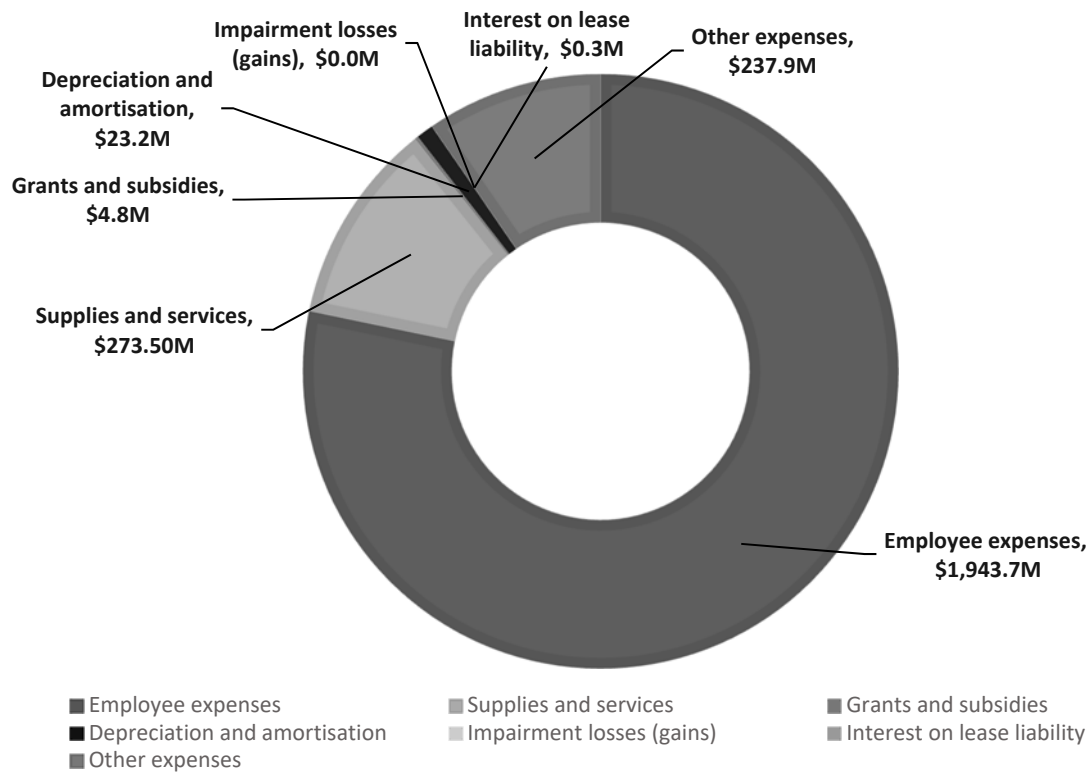
QPS aims to deliver safe and secure communities through innovation, collaboration and best practice. The expenses incurred in the delivery of these services are summarised below.

For 2019-20, QPS received income from continuing operations totalling \$2,468.54 million and incurred total expenditure from continuing operations of \$2,483.42 million. This was comprised of:

Income



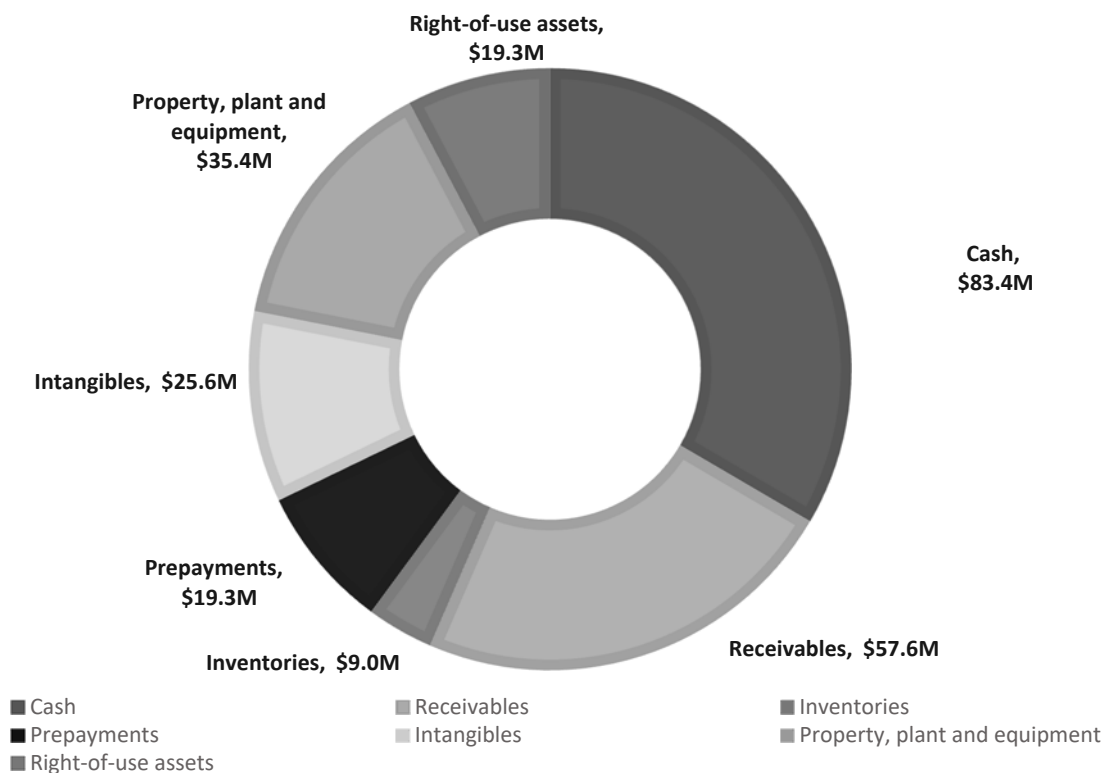
Expenses



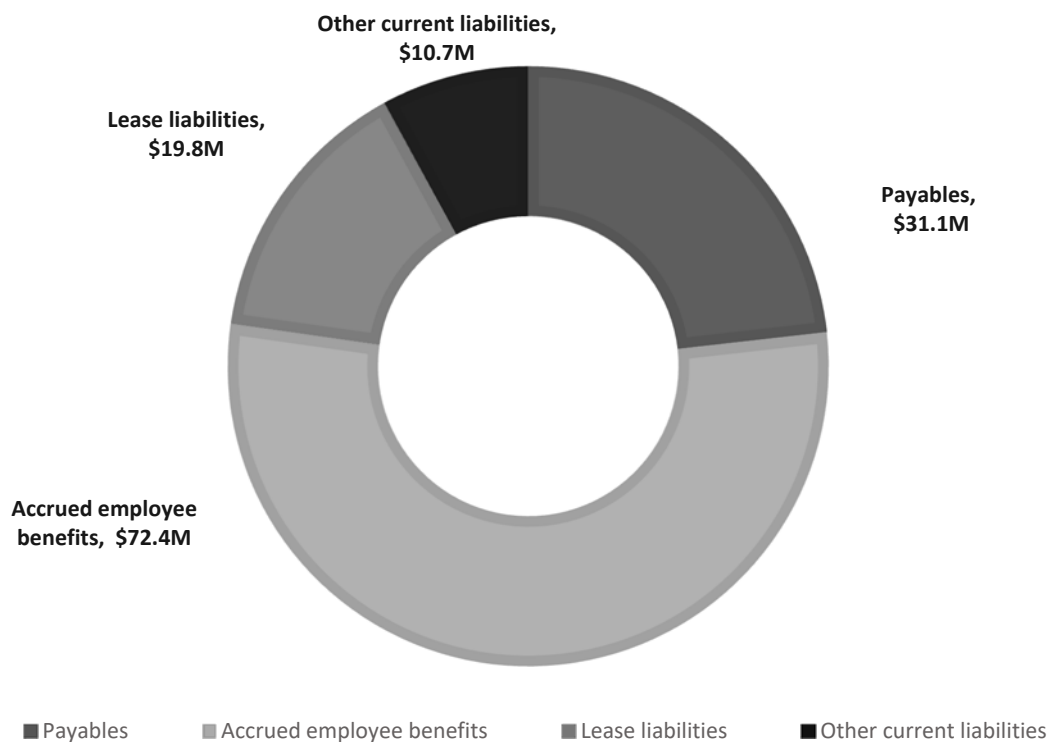
Summary of financial position

QPS was in a positive financial position at the end of the financial year. The total equity (assets less liabilities) of QPS at the end of 2019-20 was \$115.58 million. This was comprised predominantly of:

Assets



Liabilities



The *Public Safety Business Agency Act 2014* (section 7) requires the PSBA to hold and maintain infrastructure, fleet and communication technology assets for the public safety entities and the majority of these assets are recognised and reported in the financial statements of the PSBA. As a result of a shift in assets, accounting management and policy for the department, which was endorsed by the Queensland Treasurer, QPS operational assets will transfer from PSBA to QPS in 2020-21. The net book value of these assets as at 30 June 2020 are as follows:

- land \$461.8 million
- buildings and infrastructure \$970.8 million
- plant and equipment \$151.5 million
- software \$0.04 million
- heritage and cultural assets \$24.2 million
- work in progress \$72.6 million.

There were no significant events after balance date that could be expected to impact the reported operating result for QPS for the year ended 30 June 2020.

Performance

Key performance measures

The services provided by the QPS focus on reducing and preventing the incidence of crime, public disorder, and road trauma to build safe, caring, and connected communities. These are delivered through two service areas – Crime and Public Order, and Road Safety.

The objective of Crime and Public Order is to uphold the law by working with the community to stop crime and make Queensland safer. A range of services is provided by the QPS to support this and includes:

- protecting personal safety and preventing and detecting related offences including homicide, assault, sexual assault and robbery
- protecting property and preventing and detecting related offences, including unlawful entry, other property damage, motor vehicle theft, and other theft
- maintaining public order and safety, including during major events and disasters; addressing public space enjoyment, street and nuisance offences; liquor licensing issues; and environmental design to reduce crime including alcohol-fuelled violence.

The objective of Road Safety is to contribute to stopping crime and keeping communities safe through road safety relationships, reducing road trauma and evidence-based enforcement anywhere, anytime. This includes targeting the prevention and detection of speeding; red light offences; driving while distracted; driving under the influence of alcohol or drugs; driving while fatigued; and not wearing seatbelts.

The delivery of Crime and Public Order and Road Safety policing services to Queenslanders is supported by a range of activities designed to promote ethical behaviour, discipline and professional practice.

The impact of the COVID-19 health pandemic had a significant impact on Queenslanders and the delivery of some policing services. At least part of the variance between the 2019-20 target/estimate and the 2019-20 actual result may be attributed to the impact of, and QPS's response to, the COVID-19 health pandemic, including the allocation of resources to the SPOC, SDCC and increased patrols at Queensland's border, domestic and international airports and other identified COVID hotspots.

The following tables provide an overview of the key performance measures for the QPS for 2019-20. Data for 2018-19 is sourced from the Queensland Police Service 2018-19 Annual Report unless otherwise stated in the Notes.

Service Area: Crime and Public Order							
Performance measures	Notes	Strategic Plan	2019--20 SDS	RoGS	2018-19 Actual	2019-20 Target /Estimate	2019-20 Actual
Percentage of personal safety offences cleared within 30 days:	1,4	✓	✓				
• Homicide					78%	70-83%	71%
• Assault					55%	54-63%	57%
• Sexual assault					48%	48-57%	50%
• Robbery					67%	57-62%	66%
• Total personal safety					54%	54-61%	55%

Service Area: Crime and Public Order (cont'd)							
Performance measures	Notes	Strategic Plan	2019-20 SDS	RoGS	2018-19 Actual	2019-20 Target /Estimate	2019-20 Actual
Percentage of property security offences cleared within 30 days:	2, 4	✓	✓				
• Unlawful entry					20%	18-21%	22%
• Other property damage					25%	25-27%	27%
• Motor vehicle theft					37%	36-39%	43%
• Other theft (excluding unlawful entry)					26%	26-28%	29%
• Total property security					28%	28-30%	30%
Percentage of good order offences cleared within 30 days	3, 4	✓	✓		81%	80-85%	78%
Rate of complaints against police per 100 sworn (operational) staff	5	✓	✓	✓	9.5	<9.8	9.4
Public perception of police integrity	6						
• Police perform their job professionally		✓	✓	✓	87.1%	≥85%	86.0%
• Police treat people fairly and equally		✓	✓	✓	74.4%	≥75%	71.8%
• Police are honest		✓	✓	✓	73.9%	≥75%	73.0%
• I do have confidence in the police		✓	✓		84.8%	≥85%	83.9%
Satisfaction of members of the public who had contact with police in the last twelve months	6	✓	✓	✓	84.5%	≥85%	81.7%
Public satisfaction with police dealing with public order problems	6	✓	✓		73.8%	≥70%	72.0%
Public satisfaction with police dealing with emergencies and disasters	6	✓	✓	✓	83.5%	≥85%	85.5%
Percentage of code 1 and code 2 incidents attended within 12 minutes	7	✓	✓		86%	>80%	87%
Youth diversions as a proportion of all youth offenders proceeded against by police	8		✓	✓	57.3%	>60%	62.5%

Service Area: Crime and Public Order (cont'd)							
Performance measures	Notes	Strategic Plan	2019-20 SDS	RoGS	2018-19 Actual	2019-20 Target /Estimate	2019-20 Actual
Cost of crime and public order per person	9	✓	✓		\$380	\$389	\$392
Rate of victimisation	10, 11	✓					
• Offences against the person					6.8	<6.5	7.0
• Offences against property					47.5	<43.3	49.7
Youth reoffending	12, 13, 14	✓			73%	73.6%	71%
Offender Diversions as a proportion of all offenders proceeded against by police	15	✓			N/A	>10%	10.7%
Public perception of safety	6, 16, 17	✓		✓			
• Feelings of safety walking alone in neighbourhood during the night					53.4%	>50%	52.6%
• Feelings of safety travelling alone on public transport during the night					32.3%	>25%	33.0%
Agency engagement	18, 19	✓			53%	>53%	53%
Workforce diversity	20, 21, 22	✓					
• Women in SO, SES and above					13.8%	16.7%	14.0%
• Aboriginal and Torres Strait Islander peoples					2.4%	3.0%	2.4%
• People with Disability					2.9%	5.0%	2.8%
• People from non-English speaking background					7.0%	9.0%	6.7%

Notes

1. The offence categories reported separately are those classified as 'violent' crimes and are the most significant personal safety offence categories in terms of their impact on the community. The 'total personal safety' offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person. Homicide includes the offence categories of murder, attempted murder and conspiracy to murder.
2. The offence categories reported separately are considered high volume property security offences. The total property security offences figure also includes arson, fraud and handling stolen goods.
3. Good order offences include offences relating to public nuisance, obstructing police and other offences against good order. An increase in good order offences generally indicates an increase in policing activity around public spaces and major events, and a range of related proactive policing strategies often focusing on liquor-related enforcement.

4. Performance is reported against a range rather than a single figure. The target ranges for 2019-20 consider recent results and any known factors that are likely to have an impact in the reporting period. Upper and lower values account for past variation from the recent historical average.
5. 'Complaints' are defined as statements by members of the public regarding police conduct, including officers on, off or unknown duty, when a person was in police custody or had voluntary dealings with the police. Sworn (operational) staff refers to a police officer employed by the QPS who has sworn the Oath of Office under the *Police Service Administration Act 1990*, delivering a police or police-related service to an external customer.
6. Public satisfaction with police and perceptions of police are sourced from the results of the National Survey of Community Satisfaction with Policing. The National Survey of Community Satisfaction with Policing is a general community survey. Respondents to these questions may or may not have had contact with police in the last 12 months.
7. Code 1 and 2 incidents include very urgent matters when danger to human life is imminent and urgent matters involving injury or present threat of injury to person or property. The benchmark of 12 minutes was chosen for comparability with New South Wales police who use similar methodology, business rules and systems.
8. The wording of the measure has been amended to refer to 'young offenders' in place of the term 'juvenile', reflecting the current Queensland Youth Justice Strategy and the nationally agreed terminology for the RoGS measure. The existing data definition (current as at 1 July 2019 and on the basis of which the 2019-20 target was set) is to be amended for the 2021 edition of the RoGS. It has been determined by agreement of all Australian policing jurisdictions that the revised definition will apply to 2019-20 figures. The 2021 RoGS will re-publish figures for youth diversions using the revised data definition for the 10 years to 2019-20. Therefore, the above-quoted figure will differ from that reported in the 2021 RoGS and will be revised for the 2020-21 QPS Annual Report.
9. Cost of crime and public order per person is the total cost of delivering crime and public order-related policing activities divided by the estimated population of Queensland. This measure is reported in line with RoGS methodology. Total cost is calculated based on the estimated percentage of police activity applied to crime and public order related activities. This includes operating expenditure plus a calculated user cost of capital for property, plant and equipment assets excluding land assets. This measure is acknowledged as a high-level estimate only owing to current limitations of aligning budget allocation to specific service areas.
10. The measure counts the number of people or addresses classed as a 'victim' of a personal or property offence in the preceding 12-month period and represents this as a rate per 1000 population. The measure is used as a headline measure for the Queensland Government's Keep Communities Safe objective in *Our Future State: Advancing Queensland's Priorities* and employs the same definition and methodology. The figure is separate and distinct from the rates of offending. It is possible to have a reduction of the number of victims without a reduction in offences.
11. The Queensland Government has set a target that the rate of victimisation should reduce by 10% over 10 years to 2028, based on baseline figures for 2017-18. The 2019-20 target is calculated on that basis.
12. Also known as 'Proportion of young offenders with another charged offence within 12 months of initial finalisation for a proven offence', the measure is currently used as a headline measure for the Keep Communities Safe objective in *Our Future State: Advancing Queensland's Priorities*.
13. As part of the 'Keep Communities Safe' Advancing Queensland Priority the Queensland Government has set a target for a 5% reduction (against a 2015-16 baseline) by 2020/21.
14. Measuring recidivism is complex due to the varying nature, detection and processing of offending and offenders, and the variety of ways to measure re-offending. This measure reflects the offending of all young people in Queensland who have had a proven charge, regardless of

whether they had prior contact with the youth justice system or had received youth justice services.

15. Offender Diversions refers to the number of all offenders who are diverted as a proportion of all offenders proceeded against by police. The term 'diverted' includes diversions of offenders away from the courts by way of: community conference, cautioning by police, intoxication diversion, drug diversion or graffiti diversion and infringement notices (excluding traffic infringement notices).
16. The figure refers to the percentage of Queensland survey respondents who selected "very safe" or "safe" for each of the following activities:
 - Walking alone in your neighbourhood during the night
 - Travelling alone on public transport during the night.
17. The measures for feelings of safety on public transport are based on the entire survey population and includes those participants who have not used public transport. The figure is reported to match the existing RoGS standard.
18. Data for this measure is taken from responses of QPS employees to the whole-of-Government Working for Queensland survey, conducted annually. The measure describes employees' level of engagement with the organisation in relation to motivation, inspiration and pride.
19. The target is based on continual improvement from the baseline figure of 2016 (53%) or the most recent figure (whichever is the higher).
20. In early 2016, the Leadership Board of Directors-General introduced and committed to sector-wide diversity targets, working from the principle that our workforce should closely represent the community we serve.
21. Data is based on substantive placements and includes paid and unpaid employees, excluding staff members engaged on a casual relief basis. Figures are based on self-reported data that is not mandatory which may result in under-reporting on at least some of the diversity categories included. QPS has an operational workforce with 96.5% of police officers employed in operational roles. Due to the operational requirements of police, the "People with disability" target is based on non-operational staff members only.
22. The targets listed for each group represent the target percentage representation for the year 2022. It is not considered appropriate to set an annual target in the context of police officers. The QPS workforce generally changes at a slower rate compared to other agencies as it has a lower attrition rate, and regarding police officers, generally fills positions internally only. Consequently, it is challenging to achieve changes to the workforce except over an extended period.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – Queensland Police Service Strategic Plan 2019-2023

Service Area: Road Safety							
Performance measures	Notes	Strategic Plan	2018-19 SDS	RoGS	2018-19 Actual	2019-20 Target /Estimate	2019-20 Actual
Rate (per 100,000 people) of road crash fatalities	1, 2, 3	✓	✓		4.47	4.4	4.64
Rate (per 100,000 people) of people hospitalised following a road crash	1, 2, 3	✓	✓		134.0	110	TBC
Cost of Road Safety per person	4		✓		\$88	\$90	\$90

Notes:

1. Road safety in Queensland is a collaborative approach and enforcement strategies are one aspect of overall road safety efforts. The QPS collaborates with key industry and community organisations, research institutions, government agencies and peak bodies representing road user groups.
2. The 2019-20 Target/Estimate is consistent with the targets outlined in Safer Roads, Safer Queensland: Queensland's Road Safety Strategy 2015-21 (the Road Safety Strategy) as well as taking into account historic trends and the economic outlook. The 2019-20 Target/Estimates have been amended to be consistent with targets set by the Department of Transport and Main Roads (DTMR).
3. Population data is sourced from Australian Bureau of Statistics Australian Demographic Statistics Catalogue No. 3101.0.
4. Cost of road safety per person is the total cost of delivering traffic-related policing activities divided by the estimated population of Queensland. This measure is reported in line with Report on Government Services methodology. Total cost is calculated based on the estimated percentage of police activity applied to road safety related activities. This includes operating expenditure plus a calculated user cost of capital for property, plant and equipment assets excluding land assets. This measure is acknowledged as a high-level estimate only.

Key

RoGS – Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – Queensland Police Service Strategic Plan 2019-2023

2019-20 Highlights

This section reports on the objectives of the QPS Strategic Plan 2019-2023. To drive delivery of its objectives, the QPS focuses on four main strategies:

1. **Stop crime:** the QPS is committed to preventing, investigating and disrupting crime to ensure the safety of all Queenslanders
2. **Make the community safer:** the QPS is committed to the safety of all Queenslanders and delivers this through policing operations conducted on the road, in the sky and on the water
3. **Strengthen relationships with the community:** the QPS values the assistance provided by the public in reporting crimes, sharing social media posts to help locate missing persons and locate offenders, and participating in QPS-led events
4. **Equip our workforce for the future:** the QPS is committed to ensuring its officers are equipped to deal with emerging issues and trends, now and into the future.

This is just a snapshot of the performance highlights from 2019-20 and is not representative of all work undertaken during the reporting period.

YOUNG PEOPLE – YOUTH JUSTICE STRATEGY

The QPS continues to work collaboratively across the state to implement the Queensland Government *Youth Justice Strategy – Working Together Changing the Story 2019-2023 Action Plan*. The QPS is the lead agency for two ongoing actions in the Action Plan:

Increasing Police Diversions

The QPS continues to enhance policing practices for dealing with young offenders with an emphasis on building more robust processes to divert young people away from the youth justice system in appropriate circumstances. During 2019-20, the QPS continued to work with the Department of Youth Justice (DYJ) and Department of Child Safety, Youth and Women (DCSYW) to facilitate, where appropriate, the diversion of young offenders, who commit relatively minor offences, from the criminal justice system to a range of support services where they can address factors that may be contributing to their offending behaviour and to curb future recidivist behaviour. As at 30 June 2020, the QPS dealt with 11,113 unique young offenders and achieved a diversion rate of 62.5% or 6,943 unique young offenders were diverted from the court system.

On 5 July 2019, the QPS developed the *protected admissions scheme* which addressed legal limitations requiring a young person to make an admission to the offence to police, prior to diverting the young offender to appropriate support services. As at 30 June 2020, 211 youths accepted protected admissions and were cautioned.

Framing the Future

Following the success of Project Booyah, the QPS initiated Framing the Future (FtF) – a dedicated mentoring and support program for graduates of Project Booyah and the new Booyah Respect program. The aim of FtF is to maintain a relationship with the graduates to prevent regression into anti-social and criminal behaviour by facilitating their continued engagement with education and/or employment and implementing tailored interventions for those that do regress.

During 2019-20 as part of Project Booyah, the FtF program continued to operate across nine areas in Queensland including Cairns, Townsville, Rockhampton, Pine Rivers, Redlands, Logan, Ipswich, Sunshine Coast and Gold Coast. As at 30 June 2020, 309 young people were being supported through the Project Booyah FtF across these nine locations, including participants from both the Booyah and Respect programs.

Co-Responder approach to Youth Justice

In December 2019, the Logan District Child Protection and Investigation Unit (CPIU) commenced trialling a joint initiative with the Department of Youth Justice (DYJ) called the Community Youth Response (CYR).

The CYR is a co-responder model designed to provide support to frontline police in matters involving young people. The model aims to support police and young people by creating links to stakeholder services, explore opportunities for diversion and assist with alternatives to remanding youth in custody, where appropriate. Police and Youth Justice employees are currently staffing the program three nights a week. The primary aim of the trial is to reduce recidivism and the number of youths in custody.

Youth Justice Five-Point Action Plan

On 10 March 2020, the Queensland Government released the new Five-Point Action Plan to reinforce and strengthen the existing strategies and initiatives already in place to address youth crime. The QPS is committed to **stopping crime** and **making the community safer** and will continue to work collaboratively with the DYJ and other key stakeholders to implement the actions in the Five-Point Action Plan.

The Five-Point Action Plan includes:

1. Tougher action on bail. Offenders posing a risk to the community should not get bail;
2. Police blitz on bail, appealing children's court decisions where appropriate;
3. 24/7 Co-responder Team, a police/youth justice worker partnership targeting high-risk offenders;
4. Culture-based rehabilitation for indigenous offenders through new On Country initiatives;
5. Empowering local communities in the war on crime with \$2 million for community-based organisations for local community-based solutions.

As part of the Five-Point Action Plan, the QPS and DYJ have established co-responder teams in five locations across Queensland (North Brisbane, Rockhampton, Townsville, Cairns and Logan) to increase community safety and engage at-risk young people to reduce youth offending.

Blitz on Bail

Since the announcement of the Five-Point Action Plan, the QPS Youth Justice Prosecution Team have been carrying out the "Blitz on Bail" by reviewing bail decisions made by both police and the Court. Matters where it is believed that the young person would pose an unacceptable risk to community safety are identified, and if bail is granted by the Courts, appropriate steps are being taken to seek review of those decisions in the Supreme Court. Since March 2020 to 30 June 2020, the QPS achieved a 100% success rate in appeals that resulted in bail being revoked, which highlights our commitment to **making the community safer**.

The achievements of the QPS with respect to youth justice represents our commitment to **stopping crime, making the community safer** and **strengthening relationships with the community** as well as our partner agencies. The QPS will continue to work with other government agencies and the community to address youth crime and, where possible, divert youths from the criminal justice system to support services.

WHAT'S BEEN HAPPENING ACROSS THE SERVICE

The QPS has five regions and various specialist policing commands that are dedicated to serving and protecting the Queensland community.

Refer to the pages 17-20 for more information on the QPS's Organisational Structure and map of the QPS regions.

Road Policing and the Fatal Five

The Queensland road toll for the 2019-20 financial year was 238 road fatalities, which equates to 4.64 fatalities per 100,000 population. This represents 10 more fatalities than the previous financial year, when 228 fatalities were recorded (4.51 fatalities per 100,000 population).

Many road crashes involve at least one of the 'Fatal Five' high-risk road user behaviours which include speeding, drink and drug driving, not wearing a seat belt, driving while fatigued, and driver distraction and inattention. The QPS is committed to **making the community safer** by conducting multiple statewide road policing enforcement campaigns to influence driver behaviour and target criminal offending on Queensland roads. In 2019-20, the QPS delivered various high visibility road safety operations to target the Fatal Five high-risk road user behaviours and reduce lives lost on the roads which resulted in:

- more than 146,000 speeding infringement notices issued (excluding camera detected offences)
- approximately 7,940 infringement notices issued for not wearing seat belts
- more than 8,700 infringement notices issued for using mobile phones
- over 2.03 million random breath tests which detected approximately 15,190 drink driving offences.

Remote Piloted Aircraft to ease delays caused by major traffic accidents

The QPS is utilising the latest drone technology to reduce the impact of road closures and traffic congestion on main roads and freeways caused by major traffic accidents, cutting crash scene mapping times in half and improving the quality and accuracy of evidence captured at the scene. As we move into a digital era, the QPS looks to technology for opportunities to better **equip our workforce for the future** and to provide better outcomes for the community. The implementation of this innovative drone technology demonstrates QPS's commitment to achieving these objectives.

Never too old to be solved

The Homicide Cold Case Investigation Team is committed to **stopping crime** and **making the community safer** by examining unsolved homicide and suspicious long-term missing persons investigations utilising advancements in technology and forensic and criminal investigation techniques.

In August 2019, the team solved one of the oldest cold case murder investigations that dated back 55 years ago to April 1964 and resulted in an offender being charged with murder. Further investigations by the team revealed the offender was also responsible for a triple homicide that occurred in 1974.

The dedication and commitment of the Homicide Cold Case Investigation Team demonstrates QPS's ongoing commitment to stopping crime, holding offenders accountable and providing some closure for the families and friends of the victims of these crimes.

Cracking down on Outlaw Motorcycle Gangs

The Organised Crime Gangs Group (OCGG) works in partnership with police districts and various government departments to target crime linked to organised crime gangs including Outlaw Motorcycle Gangs to **stop crime** and **make the community safer**.

During 2019-20, the OCGG worked in partnership with the National Anti-Gang Squad Strike Team, Australian Federal Police and Australian Taxation Office to prevent, disrupt and investigate cross-jurisdictional gang related crime which resulted in:

- 302 OMCG participants arrested on 1,218 charges
- 319 official consorting notices issued, deterring recognised offenders from establishing, maintaining and expanding criminal networks
- 40 persons charged with wearing gang related prohibited items
- since 2013, in partnership with the Crime and Corruption Commission, 59 restraining orders have been obtained over property to the value of \$16.7 million, in addition to various ATO tax assessments being levied from operations identifying unexplained income.

Keeping our Queensland waterways safe

The QPS is dedicated to **keeping the Queensland community safe**, not only on our roads and in the sky, but also on our waterways too. The Queensland Water Police provides specialist support focussing on maritime incidents and operations including:

- maritime safety and enforcement activity on our coastal and inland waterways to a distance of 200 nautical miles offshore;
- drug and alcohol enforcement activity and intelligence gathering;
- search and rescue with approximately 750 operations undertaken annually;
- a statewide Dive Unit response with approximately 150 deployments each year.

The Water Police operates from 11 main water police bases across Queensland 24/7 and has a fleet of 65 vessels to ensure the safety of the marine community.

In March 2020, a commissioning ceremony was held for two new Queensland Police Vessels (QPV) for Sunshine Coast and Hervey Bay. The vessels are named after two police officers who sadly lost their lives in the line of duty. QPV *Norm Watt* is named after Senior Constable Norm Watt who died while responding to an incident near Rockhampton on 21 July 2000, and QPV *Shayne Gill* is named after Constable Shayne Gill who died instantly when he was struck by a passing truck while writing a traffic ticket on the Bruce Highway on 21 May 1996. These vessels honour the memory of these two officers and their efforts to serve Queensland.

In delivering on our commitment to **equipping the workforce for the future**, the Gold Coast Water Police Unit received a new purpose-built 12 metre monohull speed patrol boat with enhanced operational capability in May 2020. This new vessel, which is yet to be commissioned, will complement the two rigid-hull inflatable boats and two jet skis currently utilised by the Gold Coast Water Police.

Bail Application

The Mobile Capability Centre has produced a new and innovative Bail Application across the QPS desktop and Apple Ipad QLITE devices. The application digitises bail reporting, automated several manual processes and provided a standardised reporting and search solution for all persons reporting on bail across Queensland. This application is another example of QPS utilising technological advancements to make the community safer and better **equip the workforce for the future**.

The Bail Application has been integrated into the Queensland Police Records Information Management Exchange (QPRIME) database which enables the timely addition of warnings and flags, thereby increasing the safety of officers and Station Client Service Officers. The Application also facilitates easy auditing of bailee activity and efficient use of information to report breaches of bail.

The Bail Application has improved efficiency and saved officer time in bail administration and auditing for the over 4,200 bailees actively managed by the QPS, at any one time. Further developments to the Bail Application enable frontline officers to conduct field recording of bail compliance and curfew checks for adult and youth offenders which also supports the Queensland Government's Five-Point Action Plan to reduce youth crime.

New Evidence Management Facility in Brisbane

In February 2020, the QPS opened the new purpose-designed evidence management facility in Brisbane to ensure our police officers are equipped to respond to the challenges of the future. The size of the new facility can house over 37,000 exhibits, 50 motor vehicles, 600 pallets of interview tapes and the police armoury.

The new state-of-the-art facility contains specialised examination spaces, a vehicle examination garage, climate-controlled storage for cold case evidence and delivers a significant increase in the capacity for the storage of general exhibits. It also incorporates the latest technology and security features and gives officers access to the latest forensic methods.

Counter-Terrorism

The new world-class use of force, weapons and counter-terrorism training facility currently under construction at Wacol is just one example of QPS's commitment to ensuring its officers are equipped with the state-of-the-art equipment and technology now and into the future. The facility will include two indoor firearms ranges, a scenario village and specialist training areas to increase capability in managing terrorism and critical incidents.

Authorisations made relating to a terrorist act or threat

In terms of the *Police Service Administration Act 1990* section 5.17(15) Authorisation of non-State police officers, no authorisations were made relating to a terrorist act or threat during 2019-20.

Amber Alert

The QPS values the information and assistance received from members of the public and strives to **strengthen relationships with the community** to generate better outcomes for police and the people of Queensland. Amber Alerts are issued by police when they need urgent public assistance from the Queensland community to help locate abducted or high-risk missing children who are at imminent risk of death or serious harm. The alerts are broadcast to the public through secondary alerting partners including the media, commercial billboard companies, community groups and other government agency shared messaging, public transport messaging systems, a national emergency alerting company and on various social media platforms. The Amber Alert branding is now widely recognised by the community as an urgent 'call to action'.

In 2019-20, seven Amber Alerts were issued with all children safely located, with evidence showing the Amber Alerts played a significant role in the safe recovery of these children.

QPS's eye in the sky

The two POLAIR helicopters, based in Brisbane and Gold Coast, provide tactical aerial support to police operations to help **stop crime** and improve officer and community safety and situational awareness of major events and critical incidents. From tracking offenders, to search and rescue, and providing real time situational awareness of major incidents, police helicopters help keep the community safe by providing quality support to frontline police. During 2019-20, the two helicopters:

- were the first police resource on scene for 922 reported incidents;
- proactively identified 400 traffic-related matters with its contemporary equipment;
- located 86 missing persons with its state-of-the-art night vision and infra-red technology;
- located 1,141 offenders;
- participated in 182 counter terrorism and covert surveillance operations.

Fitzgerald Inquiry 30-year anniversary

In July 2019, the QPS acknowledged the 30-year anniversary of the Fitzgerald Inquiry into policing in Queensland which provided an unprecedented platform for lasting reform. The inquiry presented an opportunity for the QPS to embark on a journey of transparency and accountability and 30 years on, the QPS is recognised as one of the most professional and world-class law enforcement agencies.

Over the years, the QPS had implemented several initiatives/reforms which continue the Fitzgerald legacy including:

- the continued rollout of body worn cameras which provides a new level of accountability during interactions between police and the public;
- a new police discipline system to streamline disciplinary investigations, delivering faster and more consistent outcomes and modernised sanctions with oversight from the Crime and Corruption Commission;
- informing the public when an officer faces serious allegations of misconduct through the MyPolice Blog and publishing deidentified disciplinary outcomes in the QPS Police Bulletin to increase transparency and accountability;
- establishment of the Inclusion and Diversity Restorative Engagement and Cultural Reform Program, known as Juniper – a program that gives current and former QPS employees the confidence and confidentiality to report issues of workplace bullying, unlawful discrimination and sexual harassment.

NAIDOC Week 2019

The National Aboriginal and Islander Day Observance Committee (NAIDOC) Week 2019 was held nationally in July to celebrate the history, culture and achievements of Aboriginal peoples and Torres Strait Islander peoples. The national theme for 2019 was Voice, Treaty, Truth.

The QPS acknowledged this important occasion with flag raising ceremonies at police establishments throughout Queensland followed by a breakfast hosted by the Commissioner. This ceremony, which has been an annual event since 2011 and is attended by over 100 members, strengthens our relationship with the community, and brings together representatives across government and Aboriginal and Torres Strait Islander communities and QPS senior executives.

Improving communications with the community

The QPS is committed to working with and ***strengthening relationships with the community*** using social media as a community engagement strategy and platform to share critical information during crisis situations (including disaster management), to help locate missing persons and issue Amber Alerts and to provide property and personal safety tips.

The QPS Media Unit continues to provide operational support and advice 24/7. During the reporting period, the unit:

- launched or managed various media and social media campaigns including Queensland Road Safety Week 2019, rollout of the regional Facebook pages and Operation 'Wake Up' road safety campaign in South Brisbane
- received more than 57,900 calls
- issued more than 2,500 media releases
- issued approximately 650 written media responses
- held more than 440 press conferences.

PROTECTING OUR VULNERABLE PEOPLE IN THE COMMUNITY

The QPS is committed to protecting the most vulnerable in our community including those affected by domestic and family violence, older people, children, people with disability, and those struggling with mental health. The QPS has delivered significant bodies of work to **stop crime** and **make the community safer** for our most vulnerable and their families.

The QPS has a dedicated State Domestic, Family Violence and Vulnerable Persons Unit (SDFV&VPU) which provides strategic direction and operational advice, as well as delivering statewide reforms to enhance the policing response to vulnerable persons. During the reporting period, the SDFV&VPU with the support of our frontline police has:

- enhanced the Vulnerable Persons Framework
- contributed to the Queensland Government's Domestic and Family Violence Third Action Plan 2019-20 to 2021-22 which included:
 - delivery of the inaugural coaching program to selected Culture Change Champions. The Champions will now lead a state-wide rollout of the program to highlight the influence police have in their everyday roles in responding to domestic and family violence;
 - progressing the Domestic and Family Violence Process Improvement Initiative in consultation with partner agencies. The initiative seeks to enhance the Service's effectiveness in responding to domestic and family violence through the refinement of processes, policies, and legislation that maintain the focus on victim safety and perpetrator accountability;
 - the continued rollout of specialist Domestic and Family Violence Coordinators;
 - creation of two new High-Risk Teams at Mackay and Moreton which brings the total number of high-risk teams across the state to eight;
 - participating in the State Domestic and Family Violence COVID-19 Summit in May 2020. The summit focussed on the impact of the coronavirus pandemic on the domestic and family violence service system.

Elder Abuse

The QPS is committed to working with older people and the community to reduce elder abuse. Elder abuse takes many forms including assault, financial exploitation, intimidation, isolation and neglect. During the reporting period, the SDFV&VPU developed elder abuse prevention and education resources including the release of the *Reportable Assaults in Aged Care Facilities Investigation Guidelines* and supporting material; *Elder Abuse Investigation Aide-Memoire* to assist officers investigating incidents of elder abuse; and revised the elder abuse community presentation designed to help educate the community about the signs of elder abuse and the policing response.

Police Referrals Program

The Police Referrals Program allows officers to connect at-risk vulnerable Queenslanders directly to over 510 service providers, covering 67 different issues which are broadly grouped into 22 referral categories. In 2019-20, the referral program resulted in more than 116,530 referrals, of which:

- approximately 8,620 referrals were for people over 18 years;
- more than 29,490 domestic violence aggrieved referrals;
- more than 14,720 respondent referrals.

The QPS worked with these service providers to enhance support to people experiencing homelessness during the COVID-19 pandemic.

QPS the Big Issue Challenge

In July 2019, the SDFV&VPU took to the streets and participated in The Big Issue Challenge to get a realistic understanding of homelessness and the struggles individuals face on a daily basis as a key vulnerable group. The Big Issue is a not-for-profit work opportunity for homeless, marginalised and disadvantaged people, and supports the sale of about 3,000 issues per fortnight. A portion of

the sale from each magazine goes back to the vendor, which in some cases, is their only source of income.

The Big Issue Challenge saw officers wear bright vests and stand on corners alongside 'Big Issue' vendors to sell the magazines. The challenge tested unconscious bias, educated officers about marginalisation and strengthened the relationship between police and homeless and marginalised community members.

The outcomes from this challenge will assist the SDFV&VPU develop strategies and initiatives to assist the homeless and marginalised community as vulnerable persons.

Helping people with disability

As part of QPS's commitment to **strengthening relationships with the community**, the QPS continued to improve the response to people with a disability. In 2019-20, the QPS enhanced the Police Referrals system to improve the identification and provision of support to people with disability (impacted by domestic and family violence) and developed a new online education product to help officers improve their engagement with people with a disability.

Improving responses to people with mental health issues

The QPS continued to improve how police interact with people living with mental health illness. During the reporting period, the QPS:

- completed the Mental Health Intervention Program (MHIP) Review. The Outcomes Report and proposed recommendations were considered by the Tri-Agency Mental Health Steering Committee in early 2020, with work planned to commence in 2020-21 on how best to operationalise the MHIP Review report recommendations;
- commenced monitoring the impact of COVID-19 on mental health in Queensland to help guide our policing response;
- contributed to the development of a Queensland response to the Federal Government's Fifth National Mental Health and Suicide Prevention Plan;
- trialled a Mental Health Co-Responder Model in South Brisbane District in partnership with the Metro South Addiction and Mental Health Service. This initiative facilitates a safer and more cost-effective response to the management and resolution of mental health crises in the community. It also helps to reduce the risk of behavioral escalation in the community and ensures timelier mental health assessments and early intervention.

Protecting our children

The Argos Unit is principally responsible for the investigation of organised child exploitation, including computer-facilitated offences to **stop crime, make the community safer and to keep children safe and free from harm**. Investigators proactively and reactively target a broad range of websites and mobile applications used by child sex offenders to prey on children. Argos staff also identify and implement new strategies to combat computer-facilitated crimes against children.

During the reporting period, Argos investigators:

- contributed to the identification of 250 children in circumstances of sexual harm nationally and internationally
- arrested 103 child sex offenders on 674 criminal charges
- referred 1,085 cases to law enforcement agencies nationally and internationally.

The QPS has, and will continue to, foster collaborative partnerships with national and international police jurisdictions to develop innovative and efficient approaches to preventing, disrupting and investigating crime.

Governance

Executive management

Board of Management profiles (as at 30 June 2020)

Katarina Carroll APM

Commissioner

The Commissioner is responsible for the efficient and proper administration, management and functioning of the QPS.

The Commissioner provides the business direction and represents the organisation at local, community, state, national and international forums as well as ceremonial functions.

The Commissioner is a Chairperson, Council Member and Board Member on numerous national boards, committees and professional organisations. She also performs the role of Patron and Ambassador for a number of police and community groups.

Tracy Linford APM

Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations

The Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations is responsible for the provision of specialist police services including Community Contact, Security and Counter-Terrorism, Intelligence and Covert Services, Operations Support, Road Policing and State Crime Commands.

Nationally, the Deputy Commissioner is the QPS representative on the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) and Chairs the Public Information Sub-Committee of ANZCTC.

Deputy Commissioner Linford is a member of, and represents the QPS at, the Australia and New Zealand Society of Evidence Based Policing, Australian Centre to Counter Child Exploitation, Australian Transnational, Serious and Organised Crime Committee, National Crime Intelligence System Steering Committee and the Major Events Executive Committee. Deputy Commissioner Linford also represents the QPS on several intergovernmental and internal committees.

Steve Gollschewski APM

Deputy Commissioner, Southern Queensland

The Deputy Commissioner, Southern Queensland is responsible for supporting service delivery throughout Southern Queensland across the Brisbane, South Eastern and Southern police regions. The Deputy Commissioner provides leadership to Regional Assistant Commissioners of these regions to facilitate the effective management of their areas of responsibility including promotion and maintenance of an ethical and professional organisational climate.

Deputy Commissioner Gollschewski is the State Disaster Coordinator for Queensland. He is also undertaking the position of Overall Commander, Taskforce Sierra Linnet which is the QPS response to COVID-19. The Deputy Commissioner performs key governance roles within the QPS and is the Domestic and Family Violence Champion for the QPS and on the Queensland Domestic and Family Violence Prevention Council. Additionally, he is the QPS champion for Inclusion and Diversity.

Paul Taylor APM

Deputy Commissioner, Regional Queensland

The Deputy Commissioner, Regional Queensland is responsible for ensuring leadership to a dedicated team of over 4,000 employees, delivering professional and ethical policing whilst addressing contemporary and emerging local issues. Many of these issues are unique to the Northern and Central Regions, where distance and remoteness can provide considerable policing challenges.

Committed to upholding the values of the organisation, Deputy Commissioner Taylor promotes an inclusive workplace, fostering integrity, professionalism, community, respect and fairness – strengthening workforce capabilities to ensure that the ever-evolving needs of Regional Queensland are met.

Deputy Commissioner Taylor, a graduate of LinCT, has significant national experience in developing counter-terrorism capability. His command experience includes serving as Deputy Commander for the G20 Brisbane and Commander for both the G20 Finance Minister's Meeting and the Pacific Islands Forum. Deputy Commissioner Taylor currently serves as a Director on the Board of the QPCYWA.

Doug Smith APM

Deputy Commissioner, Strategy and Corporate Services

The Deputy Commissioner, Strategy and Corporate Services is responsible for continuous improvement and review, organisational efficiencies and better service provision to our community. The Strategy and Corporate Services portfolio has direct responsibility for Crime and Corruption Commission (Police Group), Ethical Standards Command, Organisational Capability Command, People Capability Command, Policy and Performance Division, Legal Division and Communications Culture and Engagement Division.

The Deputy Commissioner performs key governance roles on Boards and Committees including Boards of Management for both the QPS and Public Safety Business Agency, QPS Audit and Risk and chairs the Demand and Resource Committee. The Deputy Commissioner also chairs the Prevention Committee Meeting, State Honours and Awards Committee and the COVID-19 Public Safety and Security Functional Recovery Group and he is also the QPS representative on the National Police Memorial Coordination Committee. Deputy Commissioner Smith also represents the QPS on several state and national inter-governmental committees.

Jenny Walker

Independent external member

Jenny has held various positions on boards and committees of a number of community, non-profit and private organisations and companies, including Personalised Plates Queensland and Sisters of St Joseph Aged Care Services (Queensland). Jenny is also a Member of the Veterans' Review Board and is Chair of the QPS Audit and Risk Committee. She is also the Chair of the Strategic Governance Board, Advocacy Training and Development Program, a partnership between the Department of Veterans' Affairs, ex-service organisations and the Department of Defence to provide advocacy services to veterans.

Jenny has been the Chief Executive Officer of Legacy Australia, and United Synergies. She is Principal Consultant with Directors Australia and has had 40 years' organisational experience in public and private sector and not for profit organisations. She is a graduate of the Australian Institute of Company Directors and has tertiary qualifications in Business (Marketing, Human Resources and Government), Market Research and a background in land and engineering survey drafting and cartography. Her public sector experience includes Commonwealth, State and Local Government agencies. She has had over 25 years' management experience in line management and project management roles and has consulted widely to Queensland Government Departments

and agencies, being involved in numerous reviews and investigations. These include specific involvement in disaster management arrangements in Queensland.

She served for 16 years in the Australian Intelligence Corps of the Active Army Reserve. Major Walker received the Reserve Force Medal and the Australian Defence Medal.

Sandra Slater

Independent external member

As Chief Information Officer for the Department of Transport and Main Roads (TMR), Sandra leads a team of more than 400 staff and contractors. She is responsible for delivering a significant Information and Communication Technology (ICT) program to improve customer experience and deliver better digital business outcomes for the department.

Sandra has proudly dedicated her 30-year career to TMR, working predominantly in ICT roles. She has led the development of ICT strategies and solutions and led teams to deliver many large-scale business and ICT change projects. Sandra is an experienced ICT executive across all elements of ICT planning, delivery, operations and governance, maintaining strong engagements with customers, stakeholders, vendors and industry.

She is passionate about leading Information Technology Branch to become an agile organisation with a strong customer focus, delivering innovative ICT and digital solutions and driving outstanding performance in partnership with key TMR stakeholders and external vendors.

Having initially entered TMR as an engineer, Sandra is a proud champion of gender diversity in technical professions and regularly lends her time to mentoring programs and creating opportunities for women in the workplace. In 2018, Sandra was the recipient of Women in Technology's 2018 ICT Outstanding Achievement Award and is also a recent graduate of Australian Institute of Company Directors.

David Evans

Independent external member

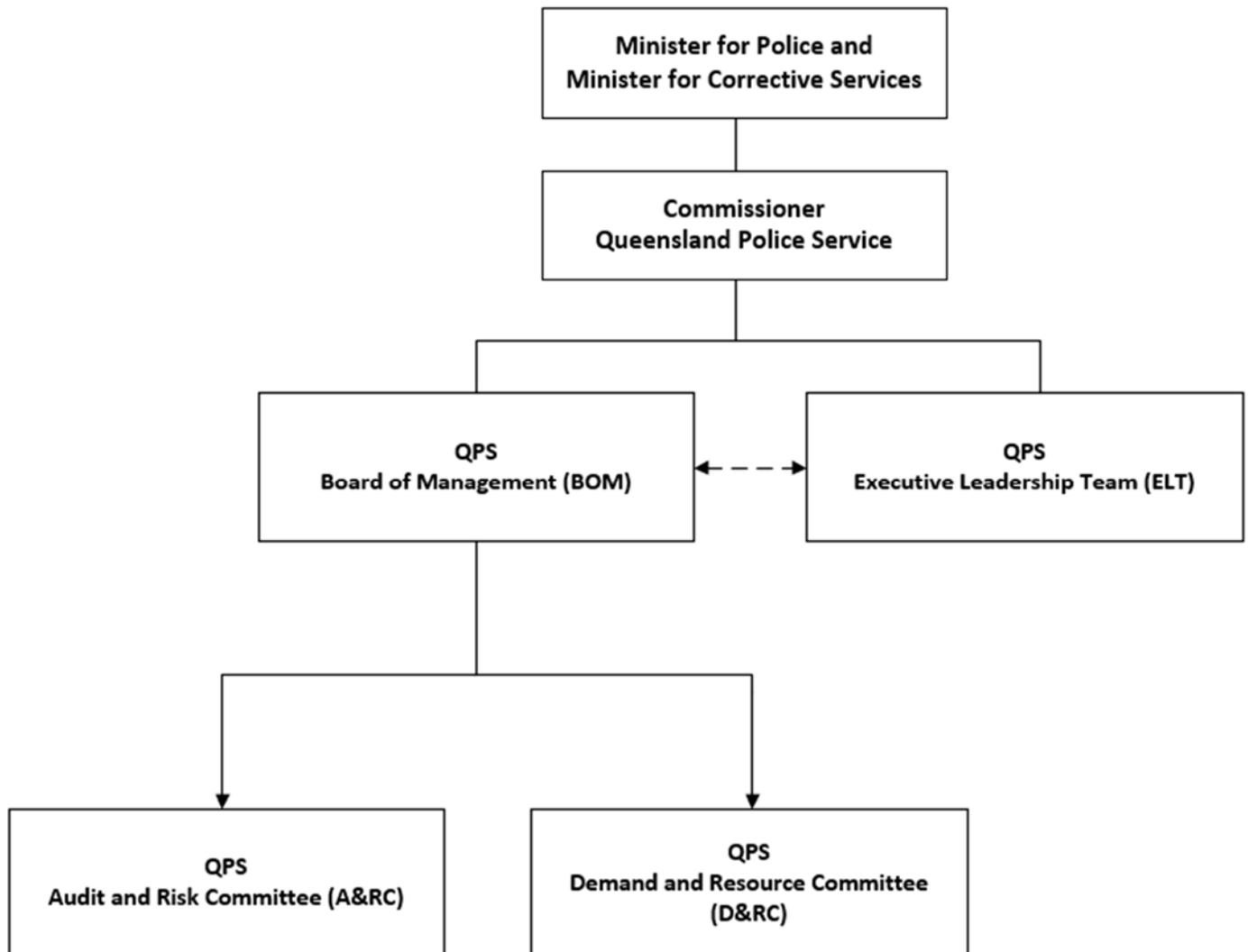
Mr Evans is a management consultant with extensive banking and finance experience in the Asia-Pacific Region. He specialises in strategy and risk management as well as board governance and is an accredited facilitator for the Australian Institute of Company Directors. David is a graduate of the University of Queensland, University of Tasmania and National University of Singapore/Stanford University.

Mr Evans is a Fellow CPA Australia, Fellow Financial Services Institute of Australasia and Fellow of the Australian Institute of Company Directors. In 2003, he was awarded a Centenary Medal by the Australian Government for his services to the health industry through the National Heart Foundation.

Mr Evans holds directorships in the private, public and not for profit sectors in both Australia and overseas. He is also a Non-Executive Director and Deputy Chair of the Commonwealth owned Aboriginal Hostels Limited.

Boards and committees

The QPS Governance Framework (as at 30 June 2020) is as follows:



QPS Board of Management (BoM)
<p>The BoM supports and advises the Commissioner on strategy, direction and setting the tone of the Service. The BoM supports the Commissioner as the sole decision-making authority pursuant to the <i>Police Service Administration Act 1990</i> and the <i>Financial Accountability Act 2009</i>.</p> <p>The QPS BoM provides support and expert advice to the Commissioner in making key decisions that deliver a strategic or Service-wide impact. The Board meetings are chaired by the QPS Commissioner.</p> <p>The BoM meets quarterly or as determined by the Chair. In 2019-20, the BoM met on five occasions and considered 17 matters out-of-session.</p> <p>The independent external members collectively received \$5,000 in remuneration. There were no other on costs.</p>
<p>Board Members</p> <ul style="list-style-type: none">• Commissioner Katarina Carroll (Chair)• Deputy Commissioner Steve Gollschewski, Southern Queensland• Deputy Commissioner Tracy Linford, Crime, Counter Terrorism and Specialise Operations• Deputy Commissioner Paul Taylor, Regional Queensland• Deputy Commissioner Doug Smith, Strategy and Corporate Services• Jenny Walker (external member)• Sandra Smith (external member)
<p>Achievements</p> <p>During 2019-20, the BoM approved a number of significant matters including the:</p> <ul style="list-style-type: none">• QPS Strategic Plan 2019-23 and QPS Operational Plan 2019-20;• 2019-20 budget allocations and adjustments during the financial year;• QPS ICT Investment Program 2019-20;• QPS 2019-20 Total Asset Management Plan;• QPS 2019-20 Strategic Asset Management Plan;• 2020 QPS Environmental Scan;• updated Board handbook, Demand and Resource Committee Terms of Reference, Audit and Risk Committee Terms of Reference;• 2020-21 Board and Committee Calendar and Annual Planner; and• establishment management matters including the transition of the PSBA Armoury to the QPS. <p>The BoM had in depth strategic discussions on the following topics:</p> <ul style="list-style-type: none">• mental health;• QPS Healthy Minds and Wellbeing Strategy;• QPS Review and Service Alignment Program; and• performance measuring tools. <p>The BoM also overviewed and discussed strategic matters relating to financial reporting, human resources reporting, information, communication & technology reporting, performance and capability reporting, risk reporting and project reporting.</p>

QPS Demand and Resource Committee (D&RC)

The Demand and Resource Committee supports the Commissioner and QPS BoM in delivering the organisational prioritisation of resources. The committee assists by ensuring effective processes are used relating to direction and control of finances, people, assets and ICT. This includes oversight of policies, plans and practices relating to demand management and resource management.

The Chair of the Committee is rotated among the Deputy Commissioners on an annual basis.

The committee meets monthly or as determined by the Chair.

During 2019-20, the committee met on ten occasions and considered 15 urgent matters out-of-session.

Committee Members

- Deputy Commissioner Steve Gollschewski, Southern Queensland
- Deputy Commissioner Tracy Linford, Crime, Counter Terrorism and Specialist Operations
- Deputy Commissioner Paul Taylor, Regional Queensland
- Deputy Commissioner Doug Smith, Strategy and Corporate Services

Achievements

During 2019-20, the committee considered a number of significant matters including:

- establishment management matters including the creation and allocation of permanent positions and reclassification (upgrades) of positions across the service;
- overseeing and supporting initial 2019-20 budget allocations and budget reviews and determining adjustments for numerous organisational priorities;
- monitoring performance measures and service delivery standards;
- monitoring the QPS Program including considering exception reporting
- approving the formalisation of Vulnerable Persons Units in multiple districts;
- approving the strategic review of the Cairns accommodation requirements;
- approving the establishment of a permanent Project Booyah model;
- approving the permanent establishment of the Remotely Piloted Aircraft System Unit within POLAIR Queensland, Specialist Services Group, Operations Support Command as an organisational entity;
- approving the establishment of the Resource Allocation Committee and Service Alignment Program Board Terms of Reference;
- approving a checklist to assist in the development of operating cost estimates for capital works builds.

QPS Audit and Risk Committee (A&RC)

The QPS A&RC was established to assist the Commissioner and QPS BoM in scrutinising, challenging and delivering oversight of the management responsibilities imposed on the Commissioner. This includes management responsibilities imposed on the Commissioner under the *Police Service Administration Act 1990*, the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

The committee assists the BoM through review and monitoring of financial management and reporting processes, and review and oversight of risk management, internal control and compliance systems.

The committee additionally provides oversight to processes which effectively:

- identify and manage significant business risks/business continuity
- implement appropriate/adequate control, monitoring and reporting mechanisms
- monitor emerging compliance issues
- monitor and assess the performance of internal and external auditors.

The committee meets quarterly or as determined by the Chair. During 2019-20, the committee met on three occasions.

The two independent external members collectively received \$6,960 in remuneration. There were no other on-costs.

Mr David Evans ceased his role as an independent external member for the A&RC on 30 June 2020.

Committee Members

- Jenny Walker (External Member – Chair)
- David Evans (External Member)
- Deputy Commissioner Doug Smith, Strategy & Corporate Services
- Assistant Commissioner Cameron Harsley, Organisational Capability Command
- Assistant Commissioner Sharon Cowden, Ethical Standards Command

Achievements

During 2019-20, the committee provided strategic advice and support to the BoM by considering matters of risk management, internal control and compliance, financial compliance and audit reporting including:

- QPS Strategic Risk Report
- QPS Risk Appetite Statement
- Compliance and Inspections Program Findings
- Annual Financial Statements
- Cyber Security Risk Register

QPS Executive Leadership Team (ELT)

The ELT is a 'think tank' assisting the Commissioner through support and advice in operational execution of decisions. The QPS BoM also requests and relies on ELT recommendations and advice.

The ELT assists the Commissioner, the BoM and entire governance structure through delivering a collaborative environment for:

- provision of advice on the strategic direction of the QPS operationalising strategy
- leading change management and promotion of the Commissioner's intent
- acting as a consultative forum on opportunities and risks arising from key changes to strategy, policy and operations within and outside the QPS
- identifying opportunities for creating efficiencies
- uncovering opportunities to improve the quality of service delivery and for fostering an environment for innovation
- identifying new or emerging opportunities, technologies, better practice and risks for the QPS.

The ELT meets via video conference each week and in person on a monthly basis, or as determined by the Chair. The ELT also met via Microsoft Teams on a regular basis due to COVID-19 implications.

During 2019-20, the ELT met on 10 occasions (in-person) including meetings at RNA Show Grounds (Brisbane Region), Gold Coast (South Eastern Region) and Emerald (Central Region).

The independent external members of the QPS BoM and A&RC attended one ELT meeting as guests in 2019-20. The independent external members collectively received \$2,000 in remuneration. There were no other on-costs.

ELT Members

- Commissioner Katarina Carroll (Chair)
- Deputy Commissioner Stephen Gollschewski, Southern Queensland
- Deputy Commissioner Tracy Linford, Crime, Counter-Terrorism and Specialist Operations
- Deputy Commissioner Paul Taylor, Regional Queensland
- Deputy Commissioner Doug Smith, Strategy & Corporate Services
- Assistant Commissioner Maurice Carless, State Discipline
- Assistant Commissioner Shane Chelepy, Operations Support Command
- Assistant Commissioner Brian Codd, Brisbane Region
- Assistant Commissioner Mike Condon, Southern Region
- Assistant Commissioner Sharon Cowden, Ethical Standards Command
- Assistant Commissioner Peter Fleming, State Crime Command
- Assistant Commissioner Kevin Guteridge, Central Region
- Assistant Commissioner Cameron Harsley, Organisational Capability Command
- Assistant Commissioner Mike Keating, Road Policing Command
- Assistant Commissioner Ben Marcus, Community Contact Command
- Assistant Commissioner Charysse Pond, People Capability Command
- Assistant Commissioner Cheryl Scanlon, Security and Counter-Terrorism Command

- Assistant Commissioner Brett Schafferius, Northern Region
- Assistant Commissioner Brian Wilkins, South Eastern Region
- Michelle Tayler, Acting Executive Director, Communications, Culture and Engagement Division
- Paul Friedman, Acting Executive Director, Policy and Performance Division
- Carolyn Harrison, Executive Director, Legal Division
- Chief Superintendent Daryl Johnson, Crime and Corruption Commission – Police Group

Standing Invited Attendees

- Simon Kelly, Director, Media and Public Affairs Group
- Superintendent Marcus Hill, Commissioner's Office

Achievements

During 2019-20, the ELT considered significant matters including:

- COVID-19 – planning, challenges and opportunities, living with COVID-19
- QPS Review and Service Realignment Program (SAP)
- 2019-20 internal QPS budget matters
- capital works program build
- complaints reform project and human rights
- discipline system
- QPS Strategic Plan
- Working for Queensland survey results
- internal communications platform
- human resources and the safety and wellbeing of members
- leadership training
- Transfer Advisory Committee and promotion process
- QPS values and culture
- regional and district performance
- crime statistics and performance
- operational environments
- domestic and family violence process enhancement
- Criminal Justice System Reform Framework and development of demand model
- reduction of red tape
- crime prevention
- internal audit matters
- governance framework

Government bodies

- Commissioner for Police Service Reviews
- Controlled Operations Committee
- Public Interest Monitor

For further information about the Government Bodies refer to page 97 within the appendices.

Ethics and code of conduct

The delivery of professional policing services must be underpinned by ethical decisions and actions. These ethical decisions and actions provide the QPS with its most valuable asset, namely its reputation and the confidence and trust that such a reputation inspires in the community. The QPS has a broad range of programs, policies and initiatives that support professional and ethical practice including a robust internal complaints system, policies on declarable associations, gifts and benefits as well as discipline and ethical awareness training. The QPS Values, Standard of Practice and Procedural Guidelines for Professional Conduct supplement the Queensland Government values and the Code of Conduct for the Queensland Public Service and outline appropriate behaviour expected of all QPS employees.

Members of the QPS continue to operate under the organisation's Integrity Framework. This framework approach allows specific issues to be brought into focus more clearly by highlighting the principles that drive integrity and ethics management in the Service. The framework seeks to promote an actionable process of thinking about integrity and then integrating that thinking into all planning, implementation, monitoring and evaluation processes across the QPS.

During 2019-20, Ethical Standards Command (ESC) continued to promote, monitor and enforce ethical behaviour, discipline and professional practice through education, deterrence and systems improvements. ESC is the principal work unit for communication between QPS and oversight bodies such as the Crime and Corruption Commission.

Reported complaints are continually monitored and reviewed by the QPS to identify primary contributing factors and/or trends which may arise from complaint types and/or the complaint data more generally. All complaints are considered, actioned and investigated as required. In 2019-20, the QPS received 1,072 complaints by members of the public against officers on or off duty. This figure counts the number of distinct individuals who have either lodged a complaint or lodged a complaint on behalf of another person even if it relates to the same incident. When applying relevant context to this figure, the QPS undertakes millions of interactions with people in the community each day and moreover, each year. Comparatively, very few of those interactions result in complaints relating to the conduct of police.

The *Police Service Administration (Discipline Reform) and Other Legislation Amendment Bill 2019* (the legislation) passed through parliament on 17 October 2019 and received assent on 30 October 2019. To support the legislation, ESC developed (in consultation with key stakeholders) new complaint resolution guidelines, discipline policy and supporting forms. The legislation has introduced a broader and fairer range of sanctions which will be used in conjunction with professional development strategies to provide a holistic response to allegations of misconduct. Statutory timeframes to commence a disciplinary proceeding are now in effect for all complaint matters ensuring the process is more fair, timely and consistent across the Service.

As part of its monitoring role, ESC undertakes a range of inspections and evaluations of operational establishments, including their functions and duties. During 2019-20, ESC performed 64 watchhouse inspections involved in the "Operation Protocol to the Convention against Torture" (OPCAT) and conducted compliance inspections of 15 stations and establishments. ESC also undertook quality assurance on all audits conducted independently by regions and commands.

Education and training

The Professional Standards Training Continuum provides an ethics and integrity-based approach to all members of the QPS. All employees are required to undertake compulsory online and face-to-

face training on the Queensland Public Service Code of Conduct, ethical decision making and the *Public Service Act 2008*. ESC also provides an Ethics and Ethical Decision-Making online learning product (OLP). While this OLP is not mandatory all employees are strongly encouraged to undertake this training within six months of commencing with the QPS.

The QPS also publishes deidentified disciplinary outcomes in the monthly QPS Bulletin to provide members with increased visibility and confidence in our internal discipline system. The intention is to proactively encourage organisational and individual behavioural change through heightened awareness of the issues that impact us all. The QPS relies on its high levels of integrity and is committed to maintaining a culture of the highest professional standards.

Risk management and accountability

Risk management

The QPS has adopted an Enterprise Risk Management approach, where risk is fully integrated into the management processes of the organisation. The Commissioner and Senior Executive are committed to the management of risk. The QPS has an Enterprise Risk Management Framework in compliance with Queensland Government standards, which provides a process for managing risk in the QPS.

The QPS produces a yearly Risk Appetite Statement which outlines the key risk categories and the QPS risk approach to those risks. The QPS embeds risk management into all planning processes and activities. Risk management planning and processes are aligned to the QPS Strategic Plan and Operational Plan, linking organisational objectives with identified strategic risks and challenges.

Risk management in the QPS is overviewed by the QPS Audit and Risk Committee (for further information regarding the committee refer to page 53). The Chief Risk Officer, promotes best practice, identifies whole-of-state risk issues, scans for emerging risk and provides advice and support on risk management practices. International Standard ISO 31000:2018 Risk management – Guidelines has been applied to the QPS risk management framework and elements of the policy are drawn from this standard.

External Scrutiny

This section provides information about external agencies and processes which examined the operations of QPS or other agencies with findings/issues requiring consideration by, or impacting on, QPS:

Crime and Corruption Commission

The Crime and Corruption Commission (CCC) is a statutory body established to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. The Commission investigates both crime and corruption, has oversight of both the police and the public sector, and protects witnesses.

Crime and Corruption Commission reports are available online at <http://www.ccc.qld.gov.au/research-and-publications>.

Operation Impala – A report on misuse of confidential information in the Queensland public sector

Operation Impala was a Queensland CCC investigation authorised by virtue of sections 176 and 177(2)(c)(ii) of the *Crime and Corruption Act 2001* {Qld} to examine the practices of a representative group of Queensland Public Sector agencies regarding their management of confidential information.

During nine days of public hearings in November 2019, the CCC examined:

- factors which facilitate misuse of information within the Queensland public sector, by examination of the technical, people, and systems components of information management within identified agencies; including the QPS;
- features of the legislative, policy and operational environment within each agency that may enable corrupt conduct to occur or are vulnerable to corrupt conduct; and
- reforms to better prevent, detect and deal with corrupt conduct relating to misuse of information within the identified agencies, and lessons that can be extrapolated to the broader Queensland public sector.

In February 2020, the CCC published its report on Operation Impala and made 18 recommendations to assist Queensland Government agencies strengthen their individual practices as well as improve consistency across the wider public sector. Of the total 18 recommendations, 13 have applicability for the QPS. The QPS fully supports the recommendations and the importance of information privacy.

Several recommendations required the strengthening of internal policies and a broader range of prevention strategies to be considered and adopted. The QPS has commenced the implementation process and this is being coordinated by ESC.

Queensland Ombudsman

The Queensland Ombudsman investigates complaints about the actions and decisions of state government departments and agencies, local councils and public universities. Their role is to improve the quality of decision making and administrative practice in public organisations through identifying, investigating and publicly reporting serious systematic issues and making recommendations to improve decisions making practices.

Investigative reports prepared by the Queensland Ombudsman are available at <https://www.ombudsman.qld.gov.au/improve-public-administration/reports-and-case-studies/investigative-reports>.

The Forensic Disability Service report: An investigation into the detention of people at the Forensic Disability Service

In August 2019, the Ombudsman released their findings into an investigation relating to the treatment of people detained at the Forensic Disability Service (FDS) which is a medium security 10-bed facility at Wacol, in Brisbane. The FDS is for the involuntary detention of people found unfit for trial as a result on an intellectual or cognitive disability and require secure care. The facility is operated by the Department of Communities, Disability Services and Seniors (DCDSS) with oversight from the Director of Forensic Disability (the Director).

The report made 15 recommendations which were directed to DCDSS or the Director. One recommendation referred to the QPS and the manner in which police respond to an incident at the FDS. The QPS has a strong working relationship with the Wacol Forensic Disability Services facility and continues to work with the Office of the Director to improve policing responses to vulnerable persons at the facility.

Queensland Coroner

During 2019-20, four recommendations arising from four coronial inquests were directed to QPS. The Findings of Inquest and the Government's responses are available at www.courts.qld.gov.au/courts/coroners-court/findings.

Queensland Audit Office (QAO)

The QAO supports the role of the Auditor-General of Queensland in providing the Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to the Parliament to enhance public sector accountability. QAO reports are available online at <https://www.qao.qld.gov.au/reports-resources/parliament>.

Report to Parliament 8: Queensland state government entities: 2018-19 results of financial audits

The Queensland State Government delivers services and goods to benefit the public. To demonstrate their accountability in managing public money on behalf of the Queensland community, all government departments must report on their finances and have them audited. The Auditor-General of Queensland, supported by the QAO, is responsible for providing Parliament with an independent assessment of the financial management of government departments.

The audit assesses the position, performance and financial stability of the state government based on the assessment of financial statements. The QAO issues comments on the timeliness and quality of financial reporting and explains how QAO assessed the key audit matters disclosed by Queensland Government Departments.

The report refers to the QPS as meeting the statutory date and reporting requirements for certification of the 2018-19 financial statements and acknowledges that no adjustments were required.

Internal audit

The PSBA Internal Audit Unit provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the QPS, Office of the Inspector-General Emergency Management (IGEM), the PSBA and Queensland Fire and Emergency Services (QFES). The Head of Internal Audit, PSBA is also the nominated Head of Internal Audit for the QPS, Office of the IGEM and QFES in accordance with the *Financial Accountability Act 2009*.

The work of the Internal Audit Unit is undertaken in accordance with the Institute of Internal Auditors' standards and under an approved charter consistent with relevant audit and ethical standards.

In accordance with the *Financial and Performance Management Standard 2019*, an annual internal audit plan and three-year strategic audit plan sets the direction of the unit. A detailed audit planning and risk assessment process was completed in devising this plan. The *Public Safety Business Agency Annual Internal Audit Plan 2019–2020 and Strategic Internal Audit Plan 2020-23* was endorsed by the QPS Audit and Risk Committee and approved by the Chair of the PSBA Board of Management on 4 June 2019. The PSBA Internal Audit Unit reports regularly to the QPS Audit and Risk Committee which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's *Audit Committee Guidelines*.

Under its approved charter, the unit reviews compliance (effectiveness), performance (efficiency), financial management and information technology to identify areas of risk and to improve outcomes for the Service. The unit has systems in place to ensure the effective, efficient and economic operation of the audit function.

In 2019-20, the unit delivered the activities in the approved *Annual Internal Audit Plan 2019-2020* using in-house and sourced delivery methods, including the engagement of Ernst and Young. All fieldwork was completed as at 30 June 2020. It is expected the final reports will be delivered by 30 September 2020.

Achievements specific to QPS for 2019-20 include:

- delivery of the approved annual internal audit plan with specific QPS audit coverage including:
 - an incident response risk assessment
 - a forensic computing review
 - the Vic Roads Information Protection Agreement
 - delivery of the Trusted Advisor Series of work.
- the following public safety agencies' corporate activities also had a direct impact on QPS operations:
 - system access controls
 - third party contract management
 - fraud and corruption
 - security awareness review
 - CFO assurance Statement
 - risk management framework assessment
 - ICT project governance, reporting and benefits realisation.

Information systems and recordkeeping

The PSBA, as the provider of corporate services to Queensland's public safety portfolio agencies including QPS, is responsible for recordkeeping and information systems across the Public Safety Agencies. PSBA has a dedicated records management team, Information Management Unit (IMU), which provided advice and assistance to QPS during the reporting period resulting in improved efficiencies which included:

- providing advice relating to recordkeeping and training in use of the Objective electronic document and records management system (eDRMS) and ensured new users were made aware of, and understood, their broader recordkeeping responsibilities;
- restrictions imposed via the COVID-19 (remote) operating environment accelerated the shift towards more business units accessing content digitally and utilising electronic approval processes;
- working with QPS business units to identify opportunities to reduce duplication of records and minimise reliance on hardcopy documents. IMU provided detailed advice on scenarios and circumstances where digital signatures and electronic approval processes can be compliantly implemented, resulting in enhanced operational efficiency;
- the police recruitment process transitioning from hard copy paper to Objective eDRMS which resulted in 9,930 complex workflows being actioned to support this transition. The delivery timeframes and capacity of QPS personnel responsible for managing these records have not been impacted by COVID-19. Functions can be supported remotely via staff securely accessing electronic content managed in the eDRMS and other systems used to support the recruiting process.
- the eDRMS supported the creation of over 250,000 files associated with Weapons Licensing Branch functions and more than 22,000 administrative files for general use within QPS business units;
- PSBA supporting development of an Objective eDRMS workflow that underpins the Police Officer Confirmation of Appointment process. It is expected this new workflow will be deployed in 2020-21 and will become the primary mechanism for supporting management of records associated with the confirmation process;
- new procedures allowing hard copy receipts and invoices for corporate card transactions to be fully digitised which will significantly reduce off-site physical storage costs and overall time spent supporting the corporate card process.

A consultation draft of a revised QPS Retention & Disposal Schedule (R&DS) was submitted to Queensland State Archives (QSA) during the reporting period. A reformatted version of this document, provided by QSA following review, incorporates significant structural changes set to be progressively incorporated into whole-of-Government and agency specific schedules. Following QPS endorsement, a finalised version of the Schedule will be submitted to QSA for approval. Aligning the format of this document to the whole-of-Government standard will improve ease of use for end users and enable subsequent updates of the schedule to be made within shorter timeframes.

A small volume of Permanent Records was transferred to QSA in the reporting period.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff in QPS was 15,579.9 as at 30 June 2020. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned information.

Between 1 July 2019 and 30 June 2020, the QPS permanent separation rate was 2.7% for police officers and 6.1% for permanent staff members (excluding temporary and casual employees).

The QPS has various policies and processes in place that promote flexible working arrangements and a healthy work-life balance for all QPS employees. These policies are periodically reviewed to ensure they meet the needs of the service and its employees.

The QPS also has a dedicated Leadership Centre that facilitates and encourages learning and development of police officers and staff members at all levels of the organisation (see page 59 for more information).

Our People Matter Strategy

The QPS is committed to ensuring the safety and wellbeing of all employees, as well as their families. The Our People Matter Strategy which was launched in 2018 sets the direction for the QPS executive and workforce in creating working environments that improve support to police employees and their families.

The QPS continued to implement the strategy in partnership with the Queensland Police Union of Employees, the Queensland Police Commissioned Officers Union of Employees and the Together Union. Activities undertaken in 2019-20 that support the four priority areas (fair and positive workplaces, safer workplaces, healthy minds and healthy bodies) include:

- development of an OLP for psychological health and fitness that provides information and tools needed to help build and maintain personal wellbeing and that of our colleagues and families. This OLP has been made compulsory for all members up to the rank of Chief Superintendent and Executive Director;
- the launch of external mental health, wellbeing and support material, including support services, available on the external Our People Matter website and accessible by current and former QPS members and their families;
- commencement of a comprehensive review of our current injury management process which is expected to be finalised in September 2020.

These initiatives are intended to enhance awareness, connection and conversation; reduce stigma; ensure all employees and their families have access to support services and resources; and ensure the QPS has in place the best possible processes and systems for members who experience an injury or illness.

Supporting our workforce during COVID-19

The QPS played an instrumental role in the whole-of-Government COVID-19 pandemic response, led by Queensland Health, to keep Queenslanders safe.

Taskforce Sierra Linnet was established to lead the QPS response and operated with the following priorities:

- the maintenance of community safety and reassurance
- a sustained and supported workforce
- a connected and engaged response within QPS and across government.

For more information about Taskforce Sierra Linnet and the activation of the SDCC please refer to pages 22-23.

A representative of the Queensland Police Union of Employees was invited to join the taskforce to maintain open lines of communication and ensure adequate support was made available to the frontline. Other support made available to all members of the QPS during this time of uncertainty was communicated and made available via a dedicated SharePoint site and a specific Workplace page with FAQs and an Artificial Intelligence (AI) assistant, Cornelia, to help guide and direct members to access the required COVID-19 relevant information in a short timeframe.

Information created and provided to the workforce via the SharePoint site included:

- the correct fit, removal and disposal of PPE
- safe operating procedures for a variety of high-frequency policing activities
- health and safety alerts
- messaging around flexible working arrangements/alternative workplaces and COVID-19 pandemic employment conditions
- start, middle and end of shift cleaning and hygiene procedures for desks, vehicles, stations and establishments
- expanded external support, health and information services
- self-care in uncertain times
- managing others in uncertain times
- COVID-19 specific podcast focussing on the uncertainty and risks associated with policing at this time.

Inclusion and Diversity

The QPS is committed to building an inclusive and diverse workplace in which all employees feel valued, included and welcome and have equal access to opportunities. To ensure the QPS remains focussed on inclusion and diversity, the QPS established the Inclusion and Diversity Restorative Engagement and Cultural Reform Program, known as Juniper. Three teams have been established within Juniper, including the Restorative Engagement Team, Investigations Team and Cultural Reform Team.

During the reporting period, Juniper:

- continued to support the 'Speak Safe' initiative which provides an independent, external therapeutic support option for current and former employees affected by workplace bullying, unlawful discrimination and sexual harassment
- continued to organise external mediation and conflict coaching courses to enhance existing non-investigative intervention capability across the QPS. The network of trained mediators and conflict coaches has more than tripled and will also provide preventative and reactive support to issues at the local level. This enhanced capability has been extended to Queensland Fire and Emergency Services
- continued to develop training, marketing and general information products to support cultural reform within the QPS and have conducted over 100 awareness presentations and workshops.
- commenced the START (Support, Triage, Advice, Referral and Targeted) Program, a targeted and structured intervention for workplaces experiencing issues that impede on optimal occupational functioning.

Working for Queensland

The Working for Queensland survey (WFQ survey) is an annual survey that measures employee perceptions of their work, manager, team and the QPS. The survey is administered by the Public Service Commission and it explores our people's perceptions of their workplace climate in key areas.

Results from the WFQ survey drive workplace changes across the Service and helps the QPS measure how the Service is progressing towards the QPS' strategic objective to Equip Our People for the Future.

During 2019-20, the QPS focussed on helping leaders engage with the WFQ results and develop people-focussed strategies to support members through changes associated with strategic programs and the COVID-19 response. To support these strategies, the QPS focussed on leadership development including change management and effective communication, ensuring a human centric approach was undertaken to improve how our people experienced work. We utilised our new internal communications platform to facilitate two-way communication across the state and increase transparency of information ensuring our leadership were active and visible to all ranks. We embraced new technology on the platform including live feeds and automated chatbot to keep our staff fully informed of changes emerging in our response to COVID-19.

In 2019, the Working for Queensland Strategic Objectives results were:

- Agency engagement 53%
- Organisational leadership 40%
- Innovation 48%

The full 2019 Working for Queensland survey results are available to view at <https://www.forgov.qld.gov.au/working-queensland-survey>.

The 2020 Working for Queensland survey will be conducted across Queensland Government agencies in September 2020.

Leadership and professional development opportunities

People Capability Command continued to focus on the development of current and future leaders across all police ranks and civilian levels.

Facilitation of professional and personal development was conducted to enhance individual growth and improved performance through coaching capability. A mentoring framework has also been established and reflective practices such as 360 feedback and individual development plans have been offered as development strategies. Enhanced leadership for women was delivered through Q-Balance.

During the reporting period, the QPS offered a range of opportunities and pathways to accessing professional development to police and civilian employees including:

- Management Development Program (MDP) to develop leadership abilities of members from frontline to senior leadership.
- Senior Women's Collective
- various programs to develop the behaviours, skills and knowledge required for critical operational roles including the Detective Training Program, intelligence practice and intelligence operations course, child protection and investigation unit course and investigative interviewing.
- collaborations with partner organisations including the Australian Institute of Police Management, Australian Institute of Management and the University of Queensland to offer educational programs.
- the Leadership Centre which administers scholarship programs provided by RACQ, Suncorp, Public Sector Management Program through Queensland University of Technology, and the University of Southern Queensland

Safety, injury management and wellbeing services

The QPS has a comprehensive management system for the identification and management of risks and hazards. This includes a strong consultative framework for health and safety, which includes the QPS Safety and Wellbeing Coordinating Committee, and over 30 Health and Safety Committees across the state representing all workers within groups, districts, regions and commands. There are

also 94 elected Health & Safety Representatives who provide representation for all workers within their group on health and safety matters. These committees and representatives are complemented by 294 Trained Safety Advisors who provide advice and assistance to management in fulfilling health and safety obligations.

The QPS continues to focus on de-stigmatising mental health issues and promoting and encouraging members to seek help and counselling services either internally or externally from the Service. The number of police accessing free counselling services through external providers increased from 676 in 2018-19 to 863 in 2019-20 which is a positive trend supporting QPS efforts to de-stigmatise mental health and encourage people to seek help. A further 129 public servants and recruits also accessed these external counselling services during the same period. The utilisation rate for internal counselling services via QPS psychologists and social workers for 2019-20 remains relatively stable at 12%.

The Employee Assistance Service helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues.

The Psychological Assessment Unit (PAU) provides psychological assessment services to the QPS and undertakes psychological assessments for police recruits and specialist work units. It has expanded its scope to implement and review members self-psychological screening services through the Psych Health Screen (PHS) platform. PHS, an early-intervention and referral service, was approved for implementation across the Service in April 2020. The PHS process comprises an internet-based mental health screen followed by an interview with an Occupational Psychologist. In 2019-20, 1,245 members completed the new initiative (8% utilisation rate) with 285 members referred for further support.

For the same period, PAU conducted 1,547 psychological assessments of persons applying to become police recruits and a further 495 assessments were conducted on persons applying for identified 'high risk roles' in the QPS.

PAU has developed and released six episodes of the Not Your Therapist podcast for members and their families in 2019-20 and conducted workshops regarding personality and mental health as part of leadership development and specialist training courses.

1800 ASSIST, established for QPS members and their partners in 2014, is a free, 24 hours a day, seven days a week, confidential, short-term counselling service, provided by independent, qualified, experienced professionals.

In 2019-20, a dedicated project team was formed to further define and develop the QPS Wellbeing Strategy with the purpose of increasing awareness, reducing stigma and fostering a supportive culture where mental health and wellbeing is an organisational priority. This has resulted in the formation of a Wellbeing Steering Committee to replace the previous Psychological Wellbeing Steering Committee, comprising joint Union and QPS Executive and broader workforce representation to guide the implementation of sub-programs of work. These include progressing the establishment of an external 'Self Refer' anonymous counselling service, commencing reviews of injury management and the peer support officer program, progressing the mental health training framework and delivering digital wellbeing solutions to the workforce.

Internal confidential support services

The QPS has various internal confidential support services available for its members which include Senior Psychologists/Senior Social Workers, Peer Support Officers and Chaplains.

These services are available free of charge to all QPS members including sworn officers and civilians. QPS members are able to seek these services for work and/or personal issues.

Senior Psychologists/Senior Social Works, formerly known as Human Services Officers, enhance employee wellbeing and reduce the risk of psychological harm in the workplace.

Peer Support Officers are sworn and unsworn members of the QPS who volunteer their time to assist and support colleagues experiencing personal and/or work-related difficulties.

QPS Chaplains provide a 'safe place' for all current and former QPS members and their immediate families to seek support for either personal or workplace matters. Police Chaplains regularly visit police establishments, offering face-to-face support for any issues that may be impacting QPS employees.

Enterprise Bargaining Agreement

The QPS negotiated with the Together Union, Queensland Police Union of Employees and Queensland Police Commissioned Officers Union to establish updated certified agreements for all relevant sworn and unsworn staff during 2019-20, which delivered the Government's core commitments in accordance with the wages policy.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2019-20.

Financial statements

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Queensland Police Service
Statement of comprehensive income
For the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
Income from continuing operations			
Appropriation revenue	3	2,124,542	2,035,312
User charges and fees	4	95,843	96,912
Grants and other contributions	5	241,913	258,224
Other revenue		6,138	6,558
Total revenue		2,468,435	2,397,005
Gains on disposal/remeasurement of assets		105	34
Total income from continuing operations		2,468,540	2,397,039
Expenses from continuing operations			
Employee expenses	6	1,943,715	1,835,533
Supplies and services	8	273,510	278,995
Grants and subsidies		4,767	4,856
Depreciation and amortisation	11-13	23,216	17,113
Impairment losses (gains)		(29)	(1,603)
Interest on lease liability		341	-
Other expenses	9	237,902	258,761
Total expenses from continuing operations		2,483,421	2,393,656
Operating result for the year		(14,881)	3,384
Other comprehensive income not reclassified subsequently to operating result			
Increase/(decrease) in asset revaluation surplus		106	(1)
Total other comprehensive income		106	(1)
Total comprehensive income		(14,775)	3,383

The accompanying notes form part of these statements.

Queensland Police Service
Statement of financial position
As at 30 June 2020

	Notes	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash		83,450	143,485
Receivables	10	57,604	75,775
Inventories		8,955	5,006
Prepayments		19,277	5,076
Total current assets		169,287	229,342
Non-current assets			
Intangible assets	11	25,636	22,710
Property, plant and equipment	12	35,363	38,429
Right-of-use assets	13	19,279	-
Total non-current assets		80,279	61,139
Total assets		249,565	290,481
Liabilities			
Current liabilities			
Payables	14	31,090	48,380
Accrued employee benefits	15	72,416	95,542
Lease liabilities	13	6,313	-
Other current liabilities	16	10,653	20,599
Total current liabilities		120,472	164,521
Non-current liabilities			
Lease liabilities	13	13,512	-
Total non-current liabilities		13,512	-
Total liabilities		133,984	164,521
Net assets		115,581	125,960
Equity			
Contributed equity		16,832	12,436
Accumulated surplus		97,954	112,835
Asset revaluation surplus		794	688
Total equity		115,581	125,960

The accompanying notes form part of these statements.

Queensland Police Service
Statement of changes in equity
For the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
Contributed equity			
Opening balance		12,436	9,311
Transactions with owners as owners:			
Appropriated equity adjustment	3	4,396	3,125
Closing balance		16,832	12,436
Accumulated surplus/(deficit)			
Opening balance		112,835	108,870
Operating result		(14,881)	3,384
Net effect of changes in accounting policies		-	580
Closing balance		97,954	112,835
Asset revaluation surplus			
Opening balance		688	689
Increase/(decrease) in asset revaluation surplus		106	(1)
Closing balance *		794	688
Total equity		115,581	125,960

* Asset revaluation surplus balance by class - Major plant and equipment \$0.793m (2019: \$0.687m) and Buildings \$0.001m (2019: \$0.001m).

The accompanying notes form part of these statements.

Queensland Police Service
Statement of cash flows
For the year ended 30 June 2020

	2020	2019
	\$'000	\$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	2,113,282	2,038,235
User charges and fees	107,667	146,522
Grants and other contributions	8,672	22,078
GST input tax credits from ATO	35,194	31,730
GST collected from customers	12,045	11,422
Other	6,138	6,558
<i>Outflows:</i>		
Employee expenses	(1,973,517)	(1,845,666)
Supplies and services	(294,690)	(268,199)
Grants and subsidies	(4,767)	(4,856)
GST paid to suppliers	(35,113)	(32,074)
GST remitted to ATO	(12,045)	(11,422)
Other	(4,643)	(23,207)
Net cash provided by/(used in) operating activities	(41,778)	71,119
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment	143	49
<i>Outflows:</i>		
Payments for property, plant and equipment	(6,449)	(5,181)
Payments for right-of-use assets	(1,416)	-
Payments for intangibles	(10,103)	(3,776)
Net cash provided by/(used in) investing activities	(17,825)	(8,908)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	6,209	5,055
<i>Outflows:</i>		
Equity withdrawals	(1,930)	(1,930)
Finance lease payments	(4,712)	-
Net cash provided by/(used in) financing activities	(433)	3,125
Net increase/(decrease) in cash *	(60,035)	65,336
Cash at beginning of financial year	143,485	78,150
Cash at end of financial year	83,450	143,485

* The reduction in cash is mainly attributable to a government wide initiative to expedite vendor payments due to COVID-19, in conjunction with the timing of trade debtor and capital payments.

The accompanying notes form part of these statements.

Queensland Police Service
Notes to the statement of cash flows
For the year ended 30 June 2020

	2020	2019
	\$'000	\$'000
Reconciliation of operating result to net cash from operating activities		
Operating result	(14,881)	3,384
Non-cash items included in operating result:		
Depreciation and amortisation	23,216	17,113
Donations	20	(592)
Net gain/loss on sale of property, plant and equipment	(71)	98
Impairment losses (gains)	-	(1,540)
Interest expense	341	-
Change in assets and liabilities:		
Increase/(decrease) in accrued employee benefits	(23,126)	728
(Increase)/decrease in annual leave reimbursement receivable	7,639	(9,075)
(Increase)/decrease in GST receivable	81	(345)
(Increase)/decrease in inventories	(3,949)	693
(Increase)/decrease in long service leave reimbursement receivable	819	(1,786)
(Increase)/decrease in other receivables	78	250
(Increase)/decrease in other current assets	(14,201)	(1,640)
Increase/(decrease) in payables	(18,199)	11,610
(Increase)/decrease in trade receivables	9,582	49,103
Increase/(decrease) in unearned revenue	2,135	195
Increase/(decrease) in other current liabilities	(11,260)	2,923
Net cash from operating activities	(41,778)	71,119

Accounting Policy - Cash

Cash assets includes cash on hand and all cash and cheques receipted but not banked as at 30 Jun e.

The department has authorisation to operate in overdraft within a specified limit in accordance with the *Financial Accountability Act 2009*. On 2 February 2013, an overdraft facility was approved with a limit of \$70m. This facility remained fully undrawn at 30 June 2020 and is available for use in the next reporting period.

Reconciliation of liabilities arising from financing activities

Opening balance as at 1 July *	24,196	-
Non-cash changes:		
Interest	341	-
Cash flows:		
Lease liability repayments	(4,712)	-
Closing balance as at 30 June	19,825	-

* The opening balance on 1 July 2019 represents the initial recognition of the lease liability in accordance with AASB 16, where no restatement of prior year balances is required.

Queensland Police Service
Statement of comprehensive income by major departmental services
for the year ended 30 June 2020

	Crime and public order		Road safety		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Income from continuing operations						
Appropriation revenue	1,727,178	1,654,637	397,364	380,675	2,124,542	2,035,312
User charges and fees	77,917	78,786	17,926	18,126	95,843	96,912
Grants and other contributions	196,667	209,927	45,246	48,297	241,913	258,224
Other revenue	4,990	5,331	1,148	1,227	6,138	6,558
Total revenue	2,006,751	1,948,681	461,684	448,324	2,468,435	2,397,005
Gain on sale/remeasurement of assets	85	28	20	6	105	34
Total income from continuing operations	2,006,837	1,948,709	461,703	448,330	2,468,540	2,397,039
Expenses from continuing operations						
Employee expenses	1,580,172	1,492,224	363,543	343,309	1,943,715	1,835,533
Supplies and services	222,354	226,813	51,156	52,182	273,510	278,995
Grants and subsidies	3,876	3,948	892	908	4,767	4,856
Depreciation and amortisation	18,874	13,913	4,342	3,201	23,216	17,113
Impairment losses (gains)	(24)	(1,303)	(5)	(300)	(29)	(1,603)
Finance costs	277	-	64	-	341	-
Other expenses	193,406	210,364	44,496	48,397	237,902	258,761
Total expenses from continuing operations	2,018,934	1,945,958	464,487	447,697	2,483,421	2,393,656
Operating result for the year	(12,097)	2,751	(2,783)	633	(14,881)	3,384
Other comprehensive income not reclassified subsequently to operating result						
Increase/(decrease) in asset revaluation surplus	86	(1)	20	-	106	(1)
Total other comprehensive income	86	(1)	20	-	106	(1)
Total comprehensive income	(12,011)	2,750	(2,763)	633	(14,775)	3,383

Accounting Policy - Allocation of revenues and expenses from ordinary activities to corporate services

The department discloses income and expenses attributable to service delivery support in the Statement of comprehensive income by major departmental services.

The expenses attributable to service delivery support includes information and technology costs, property and transport related operating and maintenance costs and cost of services received below fair value.

Queensland Police Service
Statement of assets and liabilities by major departmental services
as at 30 June 2020

	Crime and public order		Road safety		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Assets						
Current assets						
Cash and Cash equivalents	67,842	116,648	15,608	26,837	83,450	143,485
Receivables	46,830	61,602	10,774	14,173	57,604	75,775
Inventories	7,280	4,069	1,675	936	8,955	5,006
Prepayments	15,672	4,127	3,606	949	19,277	5,076
Total current assets	137,624	186,447	31,663	42,895	169,287	229,342
Non-current assets						
Intangible assets	20,841	18,462	4,795	4,248	25,636	22,710
Property, plant and equipment	28,749	31,241	6,614	7,188	35,363	38,429
Right-of-use assets	15,673	-	3,606	-	19,279	-
Total non-current assets	65,264	49,704	15,015	11,435	80,279	61,139
Total assets	202,888	236,151	46,677	54,330	249,565	290,481
Liabilities						
Current liabilities						
Payables	25,275	39,331	5,815	9,049	31,090	48,380
Accrued employee benefits	58,872	77,673	13,544	17,870	72,416	95,542
Lease liabilities	5,132	-	1,181	-	6,313	-
Other current liabilities	8,660	16,746	1,992	3,853	10,653	20,599
Total current liabilities	97,939	133,750	22,532	30,771	120,472	164,521
Non-current liabilities						
Lease liabilities	10,985	-	2,527	-	13,512	-
Total non-current liabilities	10,985	-	2,527	-	13,512	-
Total liabilities	108,925	133,750	25,060	30,771	133,984	164,521

Crime and public order includes service standards related to personal safety, property security and public order and safety. Road safety includes service standards related to traffic policing.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

1 Basis of financial statement preparation

(a) General information

The Queensland Police Service (QPS) is a Queensland Government department established under the *Public Service Act 2008*. The department was first established by the *Police Act of 1863*.

The QPS is a not-for-profit entity and has no controlled entities.

(b) Statement of compliance

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury's Minimum Reporting Requirements for the year beginning 1 July 2019 and other authoritative pronouncements.

(c) Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936 (Cwth)* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

(d) Basis of measurement

The historical cost convention is used unless fair value is stated as the measurement basis.

(e) Accounting estimates and judgements

The preparation of financial statements necessarily requires the determination and use of certain accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential effect on the financial statements are outlined in the following financial statement notes:

- Valuation of property, plant and equipment - Note 12
- Depreciation - Note 12
- Amortisation - Note 11
- Services received below fair value - Notes 5 and 9.

(f) Presentation matters

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is less than \$500, to zero, unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current year reporting period. Where such restatements have occurred, they are not material to the financial statements.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

1 Basis of financial statement preparation (continued)

(g) Future impact of accounting standards not yet effective

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

AASB 1058 - Income of Not-for-Profit Entities (effective 2021-22 for 'Peppercorn Leases')

AASB 1058 amends AASB 16 Leases so that the right-of-use assets arising from 'peppercorn leases' are measured at fair value (instead of cost under AASB 16 paragraphs 23-24). However, this has been amended by AASB 2018-8 which provides a temporary option for Not-for-profit lessees to not initially fair value a right of use asset arising from leases that have significantly below market terms when AASB 1058 and AASB 16 become effective for the 30 June 2019 year-end. The option relief is expected to remain in place until further guidance has been developed to assist Not-for-profit entities in fair valuing such right-of-use assets and the financial reporting requirements have been finalised. The department has elected to apply this temporary option, resulting in 'peppercorn leases' being measured at cost with no change to current financial reporting in the financial statements.

Other standards and interpretations

All other Australian accounting standards and interpretations with future effective dates are either not applicable to the department or have no material impact.

(h) Accounting standards applied for the first time

AASB 1058 - Income of Not-for-profit Entities and AASB 15 - Revenue from Contracts with Customers

The department applied AASB 1058 and AASB 15 for the first time in 2019-20. The department does not have any revenue contracts with a material impact as at 30 June.

AASB 16 - Leases

The department applied AASB 16 for the first time in 2019-20. Under this standard, lessees are required to recognise a right-of-use asset representing the rights to use the underlying leased asset and a liability representing the obligation to make lease payments for all non-cancellable leases with a term of more than 12 months, unless the underlying asset is of low value. The department applied the modified retrospective transition method and comparative information for 2018-19 has not been restated and continues to be reported under AASB 117.

The right-of-use asset will be initially recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee.

In accordance with Queensland Treasury's policy, the department has not restated comparative information to recognise existing operating leases. Instead, the department will measure the new lease liability at 1 July 2019 by discounting the remaining lease payments by the QTC fixed borrowing rate.

Operating leases held with the Department of Housing and Public Works (DHPW) for non-specialised, commercial office accommodation through the Queensland Government Accommodation Office (QGAO) and residential accommodation through the Government Employee Housing (GEH) program are exempt from lease accounting under AASB 16. This is due to DHPW having substantive substitution rights over the non-specialised, commercial office accommodation and residential premises assets used within these arrangements. Costs for these services continue to be expensed as supplies and services when incurred.

Reconciliation of operating lease commitments at 30 June 2019 to lease liabilities at 1 July 2019

	\$'000
Total undiscounted operating lease commitments at 30 June 2019 - Note 13	111,505
- less internal-to-government arrangements that are no longer leases	(108,146)
Total undiscounted operating lease commitments at 30 June 2019 for AASB 16 leases	3,359
- discounted AASB 16 leases using the incremental borrowing rate at 1 July 2019 (1.56%)	(1,127)
- add adjustments due to reassessments of lease terms	5,409
- add other adjustments	16,556
Lease liabilities at 1 July 2019	24,196

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

2 Objectives and principal activities of the department

The role of the QPS is to provide timely, high quality and efficient policing services, in collaboration with community, government and non-government partners, to make Queensland safer. The department's vision is to deliver safe and secure communities through innovation, collaboration and best practice.

The identity and purpose of the major departmental services undertaken by the department during the year are as follows:

Crime and Public Order

- protect personal safety and prevent, detect and solve offences including homicide, assault, sexual assault and robbery
- protect property and prevent, detect and solve offences including unlawful entry, other property damage, motor vehicle theft and other theft
- maintain public order and safety including during major events and disasters and address public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

Road Safety

Activities to enforce traffic law and reduce road trauma through targeting the prevention and detection of speeding, red light offences, driving while distracted, driving under the influence of alcohol or drugs, driving while fatigued and not wearing seatbelts.

The department is funded for the departmental services it delivers principally by parliamentary appropriations. The department also cost recovers on a fee for service basis for special services including:

- heavy vehicle road escorts
- traffic control at road works
- additional policing services at large sporting, entertainment and public events.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

	2020	2019
	\$'000	\$'000
3 Appropriation revenue		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income		
Budgeted appropriation revenue	2,094,143	1,989,981
Transfers from/(to) other headings	4,262	950
Unforeseen expenditure	14,877	28,444
Total appropriation receipts (cash)	2,113,282	2,019,375
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(7,600)	(18,860)
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	18,860	15,937
Net appropriation revenue	2,124,542	2,016,452
Plus: Deferred appropriation refundable to Consolidated Fund (expense)	-	18,860
Appropriation revenue recognised in Statement of comprehensive income	2,124,542	2,035,312
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	8,541	4,285
Transfers from/(to) other headings	(4,262)	(950)
Equity adjustment receipts (payments)	4,279	3,335
Plus: Opening balance of equity adjustment payable	511	301
Less: Closing balance of equity adjustment payable	(394)	(511)
Equity adjustment recognised in contributed equity	4,396	3,125

Accounting Policy - Appropriation revenue

Appropriations provided under the *Appropriations Act 2019* are recognised as revenue when received or receivable. Where approved, appropriation revenue is recorded as a receivable if the approved amounts are not received at the end of the reporting period.

4 User charges and fees

Special services	32,557	39,833
Incident reporting	1,327	1,344
Criminal history checks	12,209	11,736
Security services	49,750	43,998
Total	95,843	96,912

Accounting Policy - User charges and fees

User charges and fees are recognised as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised. Accrued revenue is recognised if the revenue has been earned but not yet invoiced.

5 Grants and other contributions

Grants and contributions	8,356	21,570
Services received below fair value *	233,557	236,654
Total	241,913	258,224

* 2019-20 includes \$214.156m (2018-19: \$216.389m) of services received below fair value that represent costs for services incurred by the Public Safety Business Agency (PSBA) provided to the QPS. This amount is calculated using a cost attribution model that attributes the costs of services provided by the PSBA to its client agencies. The services provided includes information and communication services, financial and procurement services, fleet services, property and facilities management, Queensland Government air services, human resource services and other corporate services. The cost of services provided are materially represented at fair value.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

5 Grants and other contributions (continued)

Accounting Policy - Grants and contributions

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the agency to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under *AASB 15 Revenue from Contracts with Customers*. In this case, revenue is initially deferred and recognised as or when the performance obligations are satisfied. Otherwise, the grant is accounted for under *AASB 1058 Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding.

Accounting Policy - Services received free of charge, below fair value or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense in the Statement of comprehensive income.

A number of corporate service functions within the department were transferred to the PSBA on 1 July 2014. The department has continued to receive these services at below fair value from the PSBA since that date.

6 Employee expenses

Employee benefits

	2020	2019
	\$'000	\$'000
Wages and salaries *	1,456,903	1,370,070
Employer superannuation contributions	220,265	209,674
Long service leave levy	37,947	32,141
Annual leave levy	180,098	173,207
Other employee benefits	6,990	11,188

Employee related expenses

Workers' compensation premium	41,512	39,252
Total	1,943,715	1,835,533

* Wages and salaries includes \$3.629m of \$1,250 one-off, pro-rata payments for 2,903 full-time equivalent employees (announced by the State Government in September 2019).

The number of employees as at 30 June, including both full-time employees and part-time employees, measured on a full-time equivalent basis, reflecting Minimum Obligatory Human Resource Information (MOHRI), is:

Full-Time equivalent employees (number)	15,580	15,272
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Accounting Policy - Employee expenses

Wages, salaries and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of financial position at the current salary rates.

For unpaid entitlements expected to be paid within 12 months of the reporting date, the liabilities are recognised at their undiscounted values. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Annual leave and long service leave

The department is a member of the Queensland Government's Annual Leave Central Scheme (ALCS) and Long Service Leave Central Scheme. A levy is payable to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the scheme quarterly in arrears.

Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's Qsuper defined benefit plan as determined by the employee's conditions of employment.

Defined contribution plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement (EBA) or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to *AASB 1049 Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Workers' compensation premium

The department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees, but is not counted in an employee's total remuneration package.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

7 Key Management Personnel disclosures

(a) Details of Key Management Personnel (KMP)

The department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of *AASB 124 Related Party Disclosures*. That Minister is the Minister for Police and Minister for Corrective Services.

The following details for non-Ministerial KMP personnel, being the members of the QPS Board of Management are those departmental positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2019-20. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position Responsibility
Commissioner	Responsible for the overall efficient and proper administration, management and functioning of the department
Deputy Commissioner - Southern Queensland	Responsible for providing the strategic direction, leadership, overview and review of the delivery of policing services across the southern region
Deputy Commissioner - Regional Queensland	Responsible for providing the strategic direction, leadership, overview and review of the delivery of policing services across the statewide regions
Deputy Commissioner - Crime, Counter Terrorism and Specialist Operations	Responsible for the provision of specialist police services within the department
Deputy Commissioner - Strategy and Corporate Services	Responsible for the provision of strategy and corporate services within the department

There were two independent external members appointed to the QPS Board of Management during 2019-20. For 2019-20 one external member received \$4,000 (2018-19: \$11,700) in remuneration and one member was remunerated by the Department of Transport and Main Roads. There were no other on-costs.

(b) Remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. Individual remuneration and other terms of employment for the KMP are specified in employment contracts.

Remuneration expenses for KMP comprise the following components:

- Short term employee expenses including:
 - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee was a KMP; and
 - non-monetary benefits - may include provision of a motor vehicle and fringe benefits tax applicable to benefits.
- Long term employee benefits include amounts expensed in respect of long service leave entitlements earned.
- Post employment benefits include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

No KMP remuneration packages provide for performance or bonus payments.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

7 Key Management Personnel disclosures (continued)

(c) Remuneration expenses

1 July 2019 – 30 June 2020

Position	Short Term Employee Expenses		Long Term Employee Expenses \$'000	Post Employment Expenses \$'000	Termination Benefits \$'000	Total Expenses \$'000
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000				
	Commissioner (Separated 07/07/2019)	25				
Commissioner (Appointed 08/07/2019)	443	3	10	60	-	517
Deputy Commissioner - Southern Queensland (Appointed 09/03/2020)	87	2	2	9	-	101
Deputy Commissioner - Regional Queensland (Appointed 09/03/2020)	87	2	2	8	-	98
Deputy Commissioner - Crime, Counter Terrorism and Specialist Operations (Appointed 09/03/2020)	87	2	2	13	-	105
Deputy Commissioner - Strategy and Corporate Services (Appointed 09/03/2020)	87	-	2	9	-	99
Deputy Commissioner - Strategy, Policy and Performance (Acting 12/08/2019 - 08/03/2020)	169	-	4	18	-	190
Deputy Commissioner - Specialist Operations (Acting 12/08/2019 - 08/03/2020)	161	-	4	27	-	192
Deputy Commissioner - Regional Operations (Acting 19/08/2019 - 20/12/2019)	94	9	2	13	-	117

During 2019-20, the department has transitioned from three to a four Deputy Commissioner model. This new model comprises a Deputy Commissioner for Regional Queensland, Southern Queensland, Crime Counter Terrorism and Specialist Operations and Strategy and Corporate Services.

1 July 2018 – 30 June 2019

Position	Short Term Employee Expenses		Long Term Employee Expenses \$'000	Post Employment Expenses \$'000	Termination Benefits \$'000	Total Expenses \$'000
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000				
	Commissioner	511				
Deputy Commissioner - Strategy, Policy & Performance (Appointed 22/12/2017)	291	18	6	46	-	362
Deputy Commissioner - Specialist Operations (Appointed 01/07/2018)	302	-	6	45	-	354
Deputy Commissioner - Regional Operations (Resigned 22/05/2019)	282	-	6	42	-	330
Deputy Commissioner - Regional Operations (Acting 20/05/2019 - 30/06/2019)	27	-	1	4	-	32

(d) Related party transactions with people/entities related to KMP

There were no material related party transactions associated with the department's KMP during 2019-20 (2018-19: nil).

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

	2020	2019
	\$'000	\$'000
8 Supplies and services		
Contractors	11,172	9,526
Materials	46,294	47,393
Repairs and maintenance	42,536	39,035
Transfer costs	7,708	7,632
Travel	17,520	19,600
Communications	27,883	26,605
Accommodation and public utilities	16,752	17,445
Minor Equipment Purchases	5,257	6,143
Operating lease rentals	22,561	23,627
Crimtrac search fees	8,080	7,683
Aircraft Hire	-	4,822
Outsourced works	29,536	21,101
Computing Facilities Management	1,449	1,456
Postage	2,038	2,248
Management fees	19,778	20,379
Other	14,945	24,300
Total	273,510	278,995

Accounting Policy - Operating lease rentals

Operating lease payments are representative of the pattern of benefits derived for the leased assets and are expensed in the periods in which they are incurred. Material incentives received on entering into an operating lease are recognised as liabilities.

9 Other expenses

Audit fees *	235	249
Insurance premiums-QGIF	4,278	4,015
Insurance premiums-other	74	76
Services received below fair value **	233,315	235,561
Departmental services appropriation	-	18,860
Total	237,902	258,761

* Total audit fees quoted by the Queensland Audit Office for the 2019-20 financial statements are estimated to be \$282,000 (2018-19: \$275,000).

** Included in the 2019-20 Services received below fair value figure is \$214.156m (2018-19: \$216.389m) representing corporate services provided by the PSBA to the QPS (refer Note 5).

Accounting Policy - Insurance

The majority of the department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) with premiums being paid on a risk assessment basis. For litigation purposes, under the QGIF policy, the department would be able to claim back, less a \$10,000 deductible, the amount paid to successful litigants. The department privately insures its Air-wing pilots.

The department has no contingent liabilities which would have a material impact on the information disclosed in the 2019-20 financial statements.

Accounting Policy - Services received free of charge, below fair value or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as a revenue and an expense in the Statement of comprehensive income.

A number of corporate service functions within the department were transferred to the PSBA on 1 July 2014. The department has continued to receive these services at below fair value from the PSBA since that date.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

	2020	2019
	\$'000	\$'000
10 Receivables		
Current		
Trade debtors	15,970	25,552
Less: Allowance for impairment loss	(46)	(76)
	<u>15,923</u>	<u>25,476</u>
GST receivable	2,616	2,697
	<u>2,616</u>	<u>2,697</u>
Annual leave reimbursements	32,286	39,925
Long service leave reimbursements	6,170	6,989
Loans and advances	4	52
Other	605	635
	<u>39,065</u>	<u>47,602</u>
Total	<u>57,604</u>	<u>75,775</u>

Accounting Policy - Receivables

Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. The department's standard settlement terms is 30 days from the invoice date.

Other receivables generally arise from transactions outside the usual operating activities of the department and are recognised at their assessed values.

Accounting Policy - Impairment of receivables

The department has calculated the allowance for impairment based on *AASB 9 Financial Instruments* and has used historical data to calculate historical loss rates and the lifetime expected credit losses which provides the basis for the calculation for the allowance for impairment loss. The allowance for impairment reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information. Economic changes impacting the department's debtors and relevant industry data also form part of the department's impairment assessment.

Where the department determines that an amount owing by a debtor becomes uncollectible (after the appropriate debt recovery actions have occurred), the debt is written-off by directly reducing the receivable against the loss allowance. Where the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Accounting Policy - Credit risk exposure of receivables

The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets.

The department uses a provision matrix to measure the expected credit losses on trade and other debtors. The calculations reflect historical observed default rates calculated using credit losses experienced on past transactions during the last 5 years preceding 30 June 2020. The historical default rates are then adjusted by reasonable and supportable forward-looking information for expected changes in macroeconomic indicators that affect the future recovery of those receivables. For the department, a change in the CPI rate is determined to be the most relevant forward-looking indicator for trade and other debtors. The historical default rates are adjusted based on expected changes to that indicator.

Queensland Police Service
Notes to the financial statements
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11 Intangible assets

	Software purchased	Software internally generated	Software work in progress	Total
	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000
Gross value	2,220	58,297	10,291	70,808
Less: Accumulated amortisation	(1,656)	(43,515)	-	(45,172)
	563	14,782	10,291	25,636
Reconciliation				
Opening balance	560	20,074	2,076	22,710
Acquisitions	152	838	9,114	10,104
Transfers between classes	-	899	(899)	-
Amortisation	(148)	(7,029)	-	(7,177)
Closing balance	563	14,782	10,291	25,636

	Software purchased	Software internally generated	Software work in progress	Total
	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000
Gross value	2,068	56,560	2,076	60,705
Less: Accumulated amortisation	(1,508)	(36,487)	-	(37,995)
	560	20,074	2,076	22,710
Reconciliation				
Opening balance	701	25,157	299	26,157
Acquisitions	-	320	2,872	3,192
Transfers between classes	-	1,679	(1,094)	584
Amortisation	(141)	(7,082)	-	(7,223)
Closing balance	560	20,074	2,076	22,710

Accounting Policy - Recognition thresholds for intangible assets

Intangible assets with a cost or other value equal to or in excess of \$100,000 are capitalised for financial reporting purposes in the year of acquisition. Items purchased or acquired for a lesser value are expensed in the year of acquisition. Any training costs are expensed as incurred.

Accounting Policy - Amortisation of intangible assets

All intangible assets are amortised on a straight line basis over their estimated useful life against an 8% - 20% amortisation rate.

Accounting Policy - Impairment of intangible assets

All intangible assets are assessed for indicators of impairment on an annual basis in accordance with *AASB 136 Impairment of Assets*. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

12 Property, plant and equipment

	Buildings	Heritage and cultural	Plant and equipment	Major plant and equipment	Work in progress	Total
	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000
Gross value	47	1,643	100,568	1,066	1,122	104,446
Less: Accumulated depreciation	(2)	(25)	(69,008)	(47)	-	(69,083)
	45	1,617	31,560	1,019	1,122	35,363
Reconciliation						
Opening balance	45	1,601	35,650	1,125	8	38,429
Acquisitions	-	-	5,324	-	1,115	6,439
Donations made	-	-	(46)	-	-	(46)
Donations received	-	-	340	-	-	340
Revaluation increments/(decrements)	-	-	-	106	-	106
Transfers between classes	-	32	(95)	(63)	-	(127)
Disposals	-	-	(72)	-	-	(72)
Depreciation	(1)	(16)	(9,541)	(148)	-	(9,706)
Closing balance	45	1,617	31,560	1,019	1,122	35,363

	Buildings	Heritage and cultural	Plant and equipment	Major plant and equipment	Work in progress	Total
	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000
Gross value	47	1,610	97,255	1,327	8	100,247
Less: Accumulated depreciation	(1)	(9)	(61,605)	(203)	-	(61,818)
	45	1,601	35,650	1,125	8	38,429
Reconciliation						
Opening balance	25	-	40,387	1,272	1,324	43,008
Acquisitions	20	-	3,641	-	1,774	5,434
Donations received	-	-	609	-	-	609
Revaluation increments/(decrements)	1	-	-	(2)	-	(1)
Transfers between classes	-	1,610	895	-	(3,090)	(584)
Disposals	-	-	(147)	-	-	(147)
Depreciation	(1)	(9)	(9,735)	(146)	-	(9,890)
Closing balance	45	1,601	35,650	1,125	8	38,429

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

12 Property, plant and equipment (continued)

Accounting Policy - Ownership and acquisitions of assets

The PSBA was established on 1 November 2013 to provide corporate and business services to the QPS and other public safety entities. These services includes the ownership and management of assets on behalf of the QPS such as land, buildings, fleet assets, information, software and communications assets and aircraft (except one aircraft that has remained on the QPS asset register). Aircraft are classified as major plant and equipment in both PSBA and QPS asset registers.

The current net book value (NBV) of property, plant and equipment and intangibles (refer Note 11) owned and managed on behalf of the QPS and recognised in the PSBA asset register is as follows:

Class	NBV (\$'000)
Land	461,848
Buildings	963,411
Infrastructure	7,460
Heritage and cultural assets	24,245
Work in progress	72,232
Plant and equipment	151,548
Software - internally generated	46
Software work in progress	432

The balances disclosed above will transfer to the department as at 1 July 2020 - Refer to Note 22 for further details.

Historical cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Historical cost is determined as the value provided as consideration plus costs incidental to the acquisition and costs incurred in getting the asset ready for use.

Where assets are received free of charge from another Queensland Government department (whether as a result of a machinery-of-Government change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the accounts of the transferor immediately prior to the transfer together with any accumulated depreciation.

Accounting Policy - Recognition thresholds for property, plant and equipment

Items of property, plant and equipment, with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Class	Threshold (\$)
Buildings	10,000
Plant and equipment	5,000
Major plant and equipment	5,000

Items purchased or acquired for a lesser value are expensed in the year of acquisition.

Accounting Policy - Componentisation of complex assets

Complex assets comprise separately identifiable components (or groups of components) of significant value, that require replacement at regular intervals and at different times to other components comprising the complex asset.

On initial recognition the asset recognition thresholds outlined above apply to the complex asset as a single item. Where the complex asset qualifies for recognition, components are then separately recorded when their value is significant relative to the total cost of the complex asset.

When a separately identifiable component (or groups of components) of significant value is replaced, the existing component(s) is derecognised. The replacement component(s) are capitalised when it is probable that future economic benefits from the significant component will flow to the department in conjunction with the other components comprising the complex asset and the cost exceeds the asset recognition thresholds specified above. Replacement components that do not meet the asset recognition thresholds for capitalisation are expensed.

Components are valued on the same basis as the asset class to which they relate.

The department has one aircraft which is categorised as a complex asset.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

12 Property, plant and equipment (continued)

Accounting Policy - Depreciation of property, plant and equipment

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated useful life to the department.

Assets under construction (work-in-progress) are not depreciated until construction is complete and the asset is put to use or is ready for its intended use, whichever is the earlier. These assets are then reclassified to the relevant asset classes within property, plant and equipment.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

For each class of depreciable asset the following depreciation and amortisation rates are used:

Class	Depreciation rate (%)
Buildings	2
Plant and equipment	3 to 50
Major plant and equipment	3 to 10

Accounting Policy - Revaluations of property, plant and equipment

Major plant and equipment assets (aircraft) are independently revalued on an annual basis by an independent professional valuer. The fair values reported are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs.

All other asset classes are measured at cost in accordance with the Non-Current Asset Policies.

Revaluation methodology

Major plant and equipment

Major plant and equipment was independently revalued by the Australis Asset Advisory Group as at 31 March 2020. The fair value as at 30 June 2020 is materially the same as the valuation completed as at 31 March 2020.

Level 2 significant valuation inputs and relationship to fair value

Major plant and equipment including aircraft are categorised as Level 2 and valued using the direct comparison valuation method. Aircraft have been valued with regard to the amount considered achievable (fair market) if sold on the open market, after investigating and analysing the sale prices of similar second-hand aircraft. Particular regard has been given to the aircraft's general appearance, condition and remaining useful life on all major components.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

13 Right-of-use assets and lease liabilities

Right-of-use assets

	Buildings	Major plant and equipment	Total
	2020 \$'000	2020 \$'000	2020 \$'000
Gross value	9,470	16,142	25,612
Less: Accumulated amortisation	(962)	(5,371)	(6,332)
	8,509	10,771	19,279
Reconciliation			
Opening balance	8,054	16,142	24,196
Acquisitions	1,416	-	1,416
Amortisation	(962)	(5,371)	(6,332)
Closing balance	8,509	10,771	19,279
		2020 \$'000	2019 \$'000
Lease liabilities			
Current			
Lease liabilities		6,313	-
Non-current			
Lease liabilities		13,512	-
Total		19,825	-

A new accounting standard *AASB 16 Leases* came into effect in 2019-20, resulting in changes to the department's accounting for leases for which it is lessee. No restatement of prior year balances is required.

Accounting Policy - Recognition of right-of-use assets

Right-of-use assets with a lease term greater than 12 months and with a value equal to or in excess of \$10,000 are capitalised. Items for a short term period less than 12 months or for a lesser value are expensed.

The right-of-use asset will initially be recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee.

Right-of-use assets are recognised and carried at their cost less accumulated depreciation and any accumulated impairment losses, adjusted for any re-measurement of the lease liability in certain circumstances.

Accounting Policy - Amortisation of right-of-use assets

The lessee shall amortise the right-of-use asset from the commencement date to the end of the lease term.

Accounting Policy - Impairment of right-of-use assets

All right-of-use assets are assessed for indicators of impairment. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Accounting Policy - Lease liability

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. Lease payments include fixed payments, variable lease payments that depend on an index or rate, option payments (if reasonably certain) and expected residual value guarantees. The present value of lease payments are discounted using the Queensland Treasury Corporation (QTC) fixed rate applicable to the term of the lease. Subsequently, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments.

Disclosures - Leases as lessee

(i) Details of leasing arrangements as lessee

Major plant and equipment	The department has entered into a 8-year lease with Surf Life Saving Queensland for two helicopters.
Buildings	The department routinely enters into leases for buildings and office accommodation. Some of these leases are short-term leases or leases of low value assets. Lease terms for buildings and office space that are recognised on balance sheet can range from 3 to 25 years. A number of leases have renewal or extension options. The options are generally exercisable at market prices and are not included in the right-of-use asset or lease liability unless the department is reasonably certain it will renew the lease.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

	2020	2019
	\$'000	\$'000
13 Right-of-use assets and lease liabilities (continued)		
<u>Disclosures - Leases as lessee (continued)</u>		
(ii) Amounts recognised in profit and loss		
Interest expense on lease liabilities	341	-
Breakdown of 'Lease expenses' included in Note 8		
- Expenses relating to AASB 16 leases	2,129	-
- Expenses relating to short term leases	95	-
- Expenses relating to leases of low value assets	93	-
- Expenses relating to office accommodation provided by DHPW	19,760	-
(iii) Total cash outflow for leases - Note 8	22,077	-

2018-19 disclosures under AASB 117

Operating lease commitments at 30 June 2019

Not later than one year	16,649
Later than one year and not later than five years	58,830
Later than five years	36,026
Total	111,505

14 Payables

Current

Trade creditors	29,057	46,616
Equity Adjustment Payable	394	511
Other	1,640	1,253
Total	31,090	48,380

Accounting Policy - Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms. From 25 March 2020, all payment terms for trade creditors were set to immediate for the remainder of 2019-20.

15 Accrued employee benefits

Current

Annual leave levy payable	39,694	37,755
Long service leave levy payable	9,893	7,930
Salaries and wages outstanding	21,515	38,060
Accrued allowances	1,294	11,797
Other	21	1
Total	72,416	95,542

Accounting Policy - Accrued employee benefits

No provision for annual leave or long service leave is recognised in the department's financial statements as the liability is held on a whole-of-government basis and reported in those financial statements pursuant to *AASB 1049 Whole of Government and General Government Sector Financial Reporting*.

16 Other current liabilities

Current

Unearned revenue general	2,374	239
Departmental services appropriation	7,600	18,860
Provision for claims	679	1,500
Total	10,653	20,599

17 Related party transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from Government for its services are appropriation revenue and equity injections, both which are provided in cash via Queensland Treasury.

The department has received below fair value services as disclosed in Notes 5 and 9 which includes \$16.352m for 2019-20 (2018-19: \$16.109m) for the Government Wireless Network (GWN) managed by the Department of Housing and Public Works.

Queensland Police Service
Notes to the financial statements
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18 Commitments

Capital expenditure commitments

Capital expenditure commitments inclusive of non-recoverable GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

	Notes	2020 \$'000	2019 \$'000
Class of asset			
Plant and equipment		507	71
Work in progress		1,922	-
Intangibles		74	726
Total		2,503	797
		<hr/>	<hr/>
Not later than one year		2,503	797
Total		2,503	797

19 Financial instruments

Financial instrument categories

The department has the following categories of financial assets and financial liabilities:

Financial assets

Cash		83,450	143,485
Receivables at amortised cost:			
Receivables	10	57,604	75,775
Total		141,055	219,261

Financial liabilities

Financial liabilities at amortised cost:			
Payables	14	31,090	48,380
Total		31,090	48,380

No financial assets or financial liabilities have been offset and presented net in the Statement of financial position.

Accounting Policy - Financial instruments

Recognition

Financial assets and financial liabilities are recognised in the Statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

The department has not entered into transactions for speculative or hedging purposes in 2019-20. The department holds no financial assets classified at fair value through the profit or loss.

Queensland Police Service
Notes to the financial statements
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19 Financial instruments (continued)

Financial risk management

(a) Risk exposure

Financial risk management is implemented pursuant to Government and QPS policies. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

The department's activities expose it to a variety of financial risks as set out in the following table:

Risk exposure	Definition	Exposure
Credit risk	Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (refer Note 10).
Liquidity risk	Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to liquidity risk in respect of its payables (refer Note 13).
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	The department is exposed to risk through future acquisitions in foreign currency including aircraft. The department is exposed to interest rate risk through its leases and cash deposited in interest bearing accounts.

(b) Risk measurement and management strategies

The department measures risk exposure using a variety of methods as follows:

Risk exposure	Measurement method	Risk management strategies
Credit risk	Ageing analysis, earnings at risk	The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.
Liquidity risk	Sensitivity analysis	The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.
Market risk	Interest rate sensitivity analysis	The department does not undertake any hedging in relation to interest risk and manages its risk as per the department's liquidity risk management strategy articulated in the department's Financial Management Practice Manual.

Queensland Police Service
Notes to the financial statements
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19 Financial instruments (continued)

(d) Liquidity risk - contractual maturity of financial liabilities

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date.

Financial liabilities	Note	2020 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	14	31,090	-	-	31,090
Lease liabilities	13	6,313	9,629	3,883	19,825
Total		37,403	9,629	3,883	50,915

Financial liabilities	Note	2019 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	14	48,380	-	-	48,380
Total		48,380	-	-	48,380

	2020 \$'000	2019 \$'000
20 Schedule of administered items		
Administered revenues		
Appropriation revenue	739	734
Taxes, fees and fines	12,548	14,163
Other	336	219
Total	13,624	15,116
Administered expenses		
Grants and subsidies	739	734
Transfers of Administered Income to Government *	12,885	14,382
Total	13,624	15,116
Administered assets		
<i>Current</i>		
Cash	1,899	1,232
Receivables	(3)	(12)
Total current assets	1,896	1,220
Administered liabilities		
<i>Current</i>		
Unclaimed Monies to Remit to Treasury	1,283	665
Payable to Government	614	552
Other	-	3
Total current liabilities	1,896	1,220

* The department periodically transfers to the Queensland Government the amount of all cash collected in respect of Administered revenue.

Queensland Police Service
Notes to the financial statements
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20 Schedule of administered items (continued)

The responsibility for the administration of the grant funding for the Prostitution Licensing Authority (PLA) was transferred from the Department of Justice and Attorney-General (DJAG) to QPS from 1 January 2018 as set out in Administrative Arrangements Order (No. 4) 2017.

Accounting Policy - Administered transactions and balances

The department administers, but does not control, certain resources on behalf of the Government. In doing so, it has responsibility and is accountable for administering related transactions and items, but does not have the discretion to deploy the resources for the achievement of the department's objectives.

Administered transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items, unless otherwise stated.

21 Trust transactions and balances

	2020	2019
	\$'000	\$'000
Trust assets		
<i>Current</i>		
Cash	31,014	23,997
Total current assets	31,014	23,997
Trust liabilities		
<i>Current</i>		
Payables	31,014	23,997
Total current liabilities	31,014	23,997

The Queensland Audit Office has performed an audit of the department's trust transactions for 2019-20.

Accounting Policy - Trust transactions and balances

The department undertakes certain trustee transactions and maintains related balances on behalf of various parties (e.g. exhibits or funds seized from alleged illicit activities, held pending determination by a court as well as unclaimed and returned QPS cheques).

As the department performs only a custodial role in respect of these transactions and balances, they are not recognised in the department's financial statements but are disclosed in these notes for the information of users.

22 Significant financial impacts from COVID-19

During the 2019-20 financial year \$22.3m has been recognised by the department in response to COVID-19 relating to expenses for overtime, allowances, protective equipment and annual leave (refer to Note 6).

23 Events occurring after balance date

PSBA will transfer \$1,681m in land, buildings, plant and equipment and intangible assets to QPS on 1 July 2020 as a result of a shift in asset accounting management and policy, which will impact the reporting of operational assets under AASB 116 - Property, Plant & Equipment from this date. This transfer was endorsed by the Queensland Treasurer on 13 June 2020. Capital commitments totalling \$58.127m comprising of buildings, plant and equipment will also be transferred over from PSBA to QPS as at 1 July 2020.

The State Government has provided a commitment in direct recognition of the work undertaken by police during the COVID-19 period for an additional 2 weeks leave (additional 1 week leave for Commissioned Officers) that must be used by 30 June 2022 (2 years) and a one off payment of \$1,250 to Sworn Officers (paid in July 2020) totalling \$14.984m.

There were no other events occurring after balance date that management considers would have a material impact on the information disclosed in these financial statements.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

24 Budgetary reporting

Statement of comprehensive income	Variance note	Budget 2020 \$'000	Actual 2020 \$'000	Variance \$'000
Income from continuing operations				
Appropriation revenue	24(a)	2,094,143	2,124,542	30,399
User charges and fees	24(b)	83,561	95,843	12,282
Grants and other contributions	24(c)	247,576	241,913	(5,663)
Other revenue	24(d)	2,756	6,138	3,382
Total revenue		2,428,036	2,468,435	40,399
Gains on disposal/remeasurement of assets		-	105	105
Total income from continuing operations		2,428,036	2,468,540	40,504
Expenses from continuing operations				
Employee expenses	24(e)	1,876,662	1,943,715	67,053
Supplies and services		277,428	273,510	(3,918)
Grants and subsidies		4,015	4,767	752
Depreciation and amortisation		21,913	23,216	1,303
Impairment losses (gains)		-	(29)	(29)
Finance costs		505	341	(164)
Other expenses	24(f)	247,513	237,902	(9,611)
Total expenses from continuing operations		2,428,036	2,483,421	55,385
Operating result for the year	24(g)	-	(14,881)	(14,881)
Total other comprehensive income		-	106	106
Total comprehensive income		-	(14,775)	(14,775)

Explanation of major variances

- 24(a) Appropriation revenue variance is mainly due to funding deferred for various projects from 2018-19 into 2019-20 (\$13.2m), additional funding for the QPS Enterprise Bargaining Certified Agreement 2019 (\$20.4m) and the public sector employees \$1,250 one-off payment (\$3.8m).
- 24(b) User charges and fees variance is mainly due to revenue from Protective Services (\$4.1m) and Criminal History Checks (\$1.6m) being higher than anticipated.
- 24(c) Grants and other contributions variance is mainly due to services received below fair value from PSBA being lower than anticipated (\$8.0m).
- 24(d) Other revenue variance is mainly due to general recoveries (\$1.0m) and FBT employee contributions relating to police officer accommodation (\$1.2m) being higher than anticipated.
- 24(e) Employee expenses variance is mainly due to additional expenses for the QPS Enterprise Bargaining Certified Agreement 2019 (\$20.4m), the public sector employees \$1,250 one-off payment (\$3.8m), and COVID-19 related direct expenses for overtime, allowances, protective equipment and annual leave impacts (\$22.3m).
- 24(f) Other expenses variance is mainly due to services received below fair value from PSBA being lower than anticipated (\$8.0m).
- 24(g) The operating deficit in 2019-20 is mainly due to COVID-19 related direct expenses for overtime, allowances, protective equipment and annual leave impacts.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

24 Budgetary reporting (continued)

Statement of financial position	Variance note	Budget 2020 \$'000	Actual 2020 \$'000	Variance \$'000
Assets				
Current assets				
Cash		66,281	83,450	17,169
Receivables	24(h)	107,511	57,604	(49,907)
Inventories		5,699	8,955	3,256
Other current assets		3,436	19,277	15,841
Total current assets		182,927	169,287	(13,640)
Non-current assets				
Intangible assets		18,055	25,636	7,581
Property, plant and equipment	24(i)	73,923	35,363	(38,560)
Right-of-use assets		-	19,279	19,279
Total non-current assets		91,978	80,279	(11,699)
Total assets		274,905	249,565	(25,340)
Liabilities				
Current liabilities				
Payables		32,461	31,090	(1,371)
Accrued employee benefits	24(j)	94,813	72,416	(22,397)
Lease liabilities		5,337	6,313	976
Other current liabilities		1,577	10,653	9,076
Total current liabilities		134,188	120,472	(13,716)
Non-current liabilities				
Lease liabilities		9,668	13,512	3,844
Total non-current liabilities		9,668	13,512	3,844
Total liabilities		143,856	133,984	(9,872)
Net assets		131,049	115,581	(15,468)
Total equity		131,049	115,581	(15,468)

Explanation of major variances

24(h) Receivables variance is mainly due to the timing of receipts.

24(i) Property, plant and equipment variance is mainly due to planned acquisitions that will be carried over to 2020-21.

24(j) Accrued employee benefits variance is mainly due to timing of payments for salaries and wages and related costs.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

24 Budgetary reporting (continued)

Statement of cash flows	Variance note	Budget 2020 \$'000	Actual 2020 \$'000	Variance \$'000
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts	24(k)	2,094,143	2,113,282	19,139
User charges and fees	24(l)	92,547	107,667	15,120
Grants and other contributions		5,140	8,672	3,532
GST input tax credits from ATO		-	35,194	35,194
GST collected from customers		-	12,045	12,045
Other		31,202	6,138	(25,064)
<i>Outflows:</i>				
Employee expenses	24(m)	(1,876,662)	(1,973,517)	(96,855)
Supplies and services		(305,874)	(294,690)	11,184
Grants and subsidies		(4,015)	(4,767)	(752)
GST paid to suppliers		-	(35,113)	(35,113)
GST remitted to ATO		-	(12,045)	(12,045)
Finance costs		(85)	-	85
Other		(14,063)	(4,643)	9,420
Net cash provided by/(used in) operating activities		22,333	(41,778)	(64,111)
Cash flows from investing activities				
<i>Inflows:</i>				
Sales of property, plant and equipment		-	143	143
<i>Outflows:</i>				
Payments for property, plant and equipment	24(n)	(24,646)	(6,449)	18,197
Payments for right-of-use assets		-	(1,416)	(1,416)
Payments for intangibles		-	(10,103)	(10,103)
Net cash provided by/(used in) investing activities		(24,646)	(17,825)	6,821
Cash flows from financing activities				
<i>Inflows:</i>				
Equity injections		10,471	6,209	(4,262)
<i>Outflows:</i>				
Equity withdrawals		(1,930)	(1,930)	-
Finance lease payments		(5,760)	(4,712)	1,048
Net cash provided by/(used in) financing activities		2,781	(433)	(3,214)
Net increase/(decrease) in cash		468	(60,035)	(60,503)
Cash at beginning of financial year		65,813	143,485	77,672
Cash at end of financial year		66,281	83,450	17,169

Explanation of major variances

- 24(k) Service appropriation receipts variance is mainly due to additional funding for the QPS Enterprise Bargaining Certified Agreement 2019 and the public sector employees \$1,250 one-off payment.
- 24(l) User charges and fees variance is mainly due to revenue from Protective Services and Criminal History Checks being higher than anticipated.
- 24(m) Employee expenses variance is mainly due to additional expenses for the QPS Enterprise Bargaining Certified Agreement 2019, the public sector employees \$1,250 one-off payment, and COVID-19 related direct expenses for overtime, allowances, protective equipment and annual leave impacts.
- 24(n) Payments for property, plant and equipment variance is mainly due to planned acquisitions that will be carried over to 2020-21.

Queensland Police Service
Notes to the financial statements
For the year ended 30 June 2020

24 Budgetary reporting (continued)

Schedule of administered items	Variance note	Budget 2020 \$'000	Actual 2020 \$'000	Variance \$'000
Administered revenues				
Appropriation revenue		739	739	-
Taxes, fees and fines		14,296	12,548	(1,748)
Other		2,463	336	(2,127)
Total	24(o)	17,498	13,624	(3,874)
Administered expenses				
Grants and subsidies		739	739	-
Transfers of administered revenue to government	24(p)	16,759	12,885	(3,874)
Total		17,498	13,624	(3,874)
Administered assets				
<i>Current</i>				
Cash		1,524	1,899	375
Receivables		(5)	(3)	2
Total current assets		1,519	1,896	377
Administered liabilities				
<i>Current</i>				
Payables		1,519	1,896	377
Total current liabilities		1,519	1,896	377

Explanation of major variances

24(o) Administered revenues variance is mainly due to lower than anticipated fees raised under the *Weapons Act 1990* and other revenue.

24(p) Transfers of administered revenue to government variance is mainly due to lower than anticipated revenue.

**Queensland Police Service
Management Certificate
For the year ended 30 June 2020**

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

(a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and

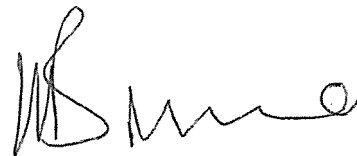
(b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Queensland Police Service for the financial year ended 30 June 2020 and of the financial position of the department at the end of that year; and

The Commissioner as the Accountable Officer of the department acknowledges responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



K Carroll APM

Accountable Officer
Commissioner



W Brummer
B.Bus (Acctg), Grad Cert Prof Acctg, MIPA, GAICD

Chief Finance Officer

Date 26/8/20

Date 26/8/20

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Police Service

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Queensland Police Service.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2020, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2020, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

I have determined that there are no key audit matters to communicate in my report.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the department's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year 30 June 2020:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the *Financial and Performance Management Standard 2019*. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.



28 August 2020

John Welsh
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Appendices

Government bodies

Commissioner for Police Service Reviews	
Act/instrument	The Commissioner for Police Service Reviews is established under the <i>Police Service Administration Act 1990</i> and <i>Police Service Administration (Review of Decisions) Regulation 1990</i> .
Functions	<p>The Review Commissioner is responsible for hearing grievances from police officers relating to appointments, promotions, transfers or disciplinary actions made under the Act.</p> <p>Appeals are heard before a Review Commissioner nominated by the Crime and Corruption Commission yet otherwise independent of the Crime and Corruption Commission and the QPS. Where a matter progresses to a hearing, the Review Commissioner will consider the material presented and prepare written recommendations for the Police Commissioner who will make the final decision. Where the Police Commissioner does not accept the recommendation, reasons must be provided to the Review Commissioner.</p> <p>The Crime and Corruption Commission provides a secretariat to support the review function.</p>
Further information about the Commissioner for Police Service Reviews is available at www.ccc.qld.gov.au/ .	
Controlled Operations Committee	
Act	The Controlled Operations Committee is established under the <i>Police Powers and Responsibilities Act 2000</i> .
Functions	The Controlled Operations Committee is responsible for considering and making recommendations about applications for an authority, or variation to an authority, to conduct a controlled operation under Chapter 11 of the <i>Police Powers and Responsibilities Act 2000</i> .
Achievements	<p>The committee provides its own annual report after 30 June each year, detailing the work and activities of the QPS under Chapter 11 Controlled operations of the Act for the preceding 12 months.</p> <p>The committee's annual report is available online at www.parliament.qld.gov.au/work-of-assembly/tailed-papers.</p>
Financial reporting	Records are inspected by the Chairperson of the Controlled Operations Committee. Transactions of the entity are accounted for in the QPS financial statements which are certified by the Auditor-General of Queensland.

Controlled Operations Committee (cont'd)					
Remuneration					
Position	Name	Meetings	Approved fee	Approved sub-committee fees	Actual fees received
Independent Member	Judge John Jerrard	137	\$167	-	\$2,171
Independent Member	Judge Manus Boyce	3	\$167	-	\$501
Chairperson (QPS)	Detective Chief Superintendent Katherine Innes	5	-	-	-
Acting Chairperson (QPS)	Detective Chief Superintendent Denzil Clark	5	-	-	-
Acting Chairperson (QPS)	Detective Chief Superintendent Terry Lawrence	2	-	-	-
Acting Chairperson (QPS)	Detective Chief Superintendent Chris Hodgman	2	-	-	-
Acting Chairperson (QPS)	Detective Superintendent Roger Lowe	1	-	-	-
Acting Chairperson (QPS)	Detective Superintendent Troy Pukallus	1	-	-	-
Member (CCC)	Allan MacSporran	15	-	-	-
Acting Member (CCC)	Marshall Irwin	1	-	-	-
No. of scheduled meetings	17 (this figure includes annual inspection)				
Total out of pocket expenses	n/a				

Public Interest Monitor	
Act	The Public Interest Monitor is appointed under the <i>Police Powers and Responsibilities Act 2000</i> and the <i>Crime and Misconduct Act 2001</i> .
Functions	<p>The Public Interest Monitor has the following functions for surveillance device warrants, retrieval warrants, approvals of the use of surveillance devices under emergency authorisations, and covert search warrants:</p> <ol style="list-style-type: none"> a) to monitor compliance by police officers with chapter 9 of the <i>Police Powers and Responsibilities Act 2000</i> (the Act) in relation to matters concerning applications for covert search warrants b) to monitor compliance by law enforcement officers with chapter 13 of the Act in relation to matters concerning applications for surveillance device warrants, retrieval warrants and approvals of the use of surveillance devices under emergency authorisations c) to appear at any hearing of an application to a Supreme Court judge for a warrant or approval mentioned in paragraph a) or b), or to a magistrate for a warrant mentioned in paragraph b), to test the validity of the application, and for that purpose at the hearing, to – <ol style="list-style-type: none"> (i) present questions for the applicant to answer and examine or cross-examine any witness (ii) make submissions on the appropriateness of granting the application to appear at a consideration of a report made to a Supreme Court judge or a magistrate or given to the monitor and referred to a judge or magistrate under section 357 of the Act d) to appear at a consideration of a report made to a Supreme Court judge or a magistrate or given to the monitor and referred to a judge or magistrate under section 357 of the Act e) to gather statistical information about the use and effectiveness of covert search warrants and surveillance device warrants f) to report as required by this Act on any matter about which this Act expressly requires the Public Interest Monitor to report g) whenever the public interest monitor considers it appropriate h) to give to the Commissioner a report on noncompliance by police officers with chapter 9 of the Act; or i) to give to the chief executive officer of a law enforcement agency a report on noncompliance by law enforcement officers of the law enforcement agency with chapter 13 of the Act. <p>The Public Interest Monitor also has the following functions:</p> <ol style="list-style-type: none"> a) under the Criminal Code of the Commonwealth, to exercise the power conferred on the monitor under the following sections – <ul style="list-style-type: none"> • section 104.12 (Service, explanation and notification of an interim control order) • section 104.12A (Election to confirm control order) • section 104.14 (Confirming an interim control order) • section 104.18 (Application by the person for a revocation or variation of a control order) • section 104.17 (Service of a declaration, or a revocation, variation or confirmation of a control order) • section 104.19 (Application by the Australian Federal Police Commissioner for a revocation or variation of a control order) • section 104.23 (Application by the Australian Federal Police Commissioner for addition of obligations, prohibitions or restrictions) b) under the <i>Terrorism (Preventative Detention) Act 2005</i>, to exercise the power conferred on the monitor under the following sections – <ul style="list-style-type: none"> • section 14 (General provisions that apply if the Public Interest Monitor must be notified about an application to the issuing authority) • section 73 (Supreme Court hearing and decision)

Public Interest Monitor (cont'd)				
Functions (cont'd)	<p>c) to gather statistical information about the use and effectiveness of control orders and preventative detention orders under the Acts mentioned in paragraphs a) and b)</p> <p>d) whenever the Public Interest Monitor considers it appropriate – to give to the Commissioner a report on noncompliance by police officers with the <i>Terrorism (Preventative Detention) Act 2005</i>.</p> <p>The Public Interest Monitor is responsible for the recording, reporting and inspection regime for telecommunications interception in accordance with the <i>Telecommunications Interception Act 2009</i> which enables the use by the QPS and the Crime and Corruption Commission of Commonwealth telecommunications interception powers as a tool for the investigation of serious offences.</p> <p>The Public Interest Monitor is entitled to appear at the hearing of the application for a telecommunications interception warrant to test the validity of the application and, for that purpose at the hearing, to –</p> <p>a) ask questions of any person giving information to the eligible Judge or nominated Administrative Appeals Tribunal member; and</p> <p>b) make submissions to the eligible Judge or nominated Administrative Appeals Tribunal member about the following matters –</p> <p>(i) in relation to an application for a warrant in relation to a telecommunications service</p> <p>(ii) in relation to an application for a warrant in relation to a person.</p> <p>In addition, the Public Interest Monitor has record-keeping oversight to ensure eligible authorities keep documents connected with the issue of warrants in accordance with the <i>Telecommunications Interception Act 2009</i>.</p> <p>As the inspecting entity for the QPS, the Public Interest Monitor:</p> <p>a) must inspect the eligible authority's records as required under section 23 of the legislation to ascertain the extent of compliance by the authority's officers</p> <p>b) must report in writing to the Minister about the results of the inspections may do anything necessary or convenient for the performance of the functions mentioned in (a) and (b).</p>			
Achievements	The annual report of the Public Interest Monitor is available at www.parliament.qld.gov.au/work-of-assembly/tabled-papers .			
Financial reporting	Financial transactions made with the Public Interest Monitor are accounted for in the QPS financial statements which are certified by the Auditor-General of Queensland. The actual fees received is based on the total amounts invoiced for work performed during the 2019-20 financial year.			
Remuneration				
Position	Meetings	Approved fee	Approved sub-committee fees	Actual fees received
Public Interest Monitor	124	A service fee of \$450.00 per hour to a maximum of \$2,250.00 per day	n/a	\$113,316
Deputy Public Interest Monitor	112	A service fee of \$450.00 per hour to a maximum of \$2,250.00 per day	n/a	\$179,528

Public Interest Monitor (cont'd)				
Deputy Public Interest Monitor	78	A service fee of \$450.00 per hour to a maximum of \$2,250.00 per day	n/a	\$51,555
No. of scheduled meetings	314			
Total out of pocket expenses	n/a			

Acronyms

AI	Artificial Intelligence	NAIDOC	National Aboriginal and Islander Day Observation Committee
A&RC	Audit and Risk Committee	NHWQ	Neighbourhood Watch Queensland
ANZCTC	Australian-New Zealand Counter-Terrorism Committee	OLP	Online Learning Product
BOM	Board of Management	OCGG	Organised Crime Gangs Group
CPIU	Child Protection and Investigation Unit	PPE	Personal protective equipment
CYR	Community Youth Response	PCYC	Police Citizens Youth Club
CCC	Crime and Corruption Commission	PHS	Psych Health Screen
CPTED	Crime Prevention Through Environmental Design	PAU	Psychological Assessment Unit
D&RC	Demand and Resource Committee	PSA	Public Safety Agencies
DCSYW	Department of Child Safety, Youth and Women	PSBA	Public Safety Business Agency
DCDSS	Department of Communities, Disability Services and Seniors	QAO	Queensland Audit Office
DTMR	Department of Transport and Main Roads	QFES	Queensland Fire and Emergency Services
DYJ	Department of Youth Justice	QPRIME	Queensland Police Records Information Management Exchange
EDRMS	Electronic document and records management system	QPS	Queensland Police Service
ESC	Ethical Standards Command	QPV	Queensland Police Vessel
ELT	Executive Leadership Team	QPCYWA	Queensland Police-Citizens Youth Welfare Association
FDS	Forensic Disability Service	QSA	Queensland State Archives
FtF	Framing the Future	ROGS	Report on Government Services
FTE	Full-time equivalent	R&DS	Retention and Disposal Schedule
HR	Human Rights	SDS	Service Delivery Statement

ICT	Information and Communications Technology	SDCC	State Disaster Coordination Centre
IMU	Information Management Unit	SDFV&VPU	State Domestic and Family Violence and Vulnerable Persons Unit
IGEM	Inspector-General Emergency Management	SPOC	State Police Operations Centre
MDP	Management Development Program	START	Support, Triage, Advice, Referral and Targeted Program
MHIP	Mental Health Intervention Program	TAS	Trusted Advisor Series
MOHRI	Minimum Obligatory Human Resource Information	VIP	Volunteers in Policing
5MILE	5 Minute Intensive Learning Experience	WFQ	Working for Queensland

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	2
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	3, 102-103
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	1
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	1
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 9.4	1
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 9.5	1
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10.1	6-9
	<ul style="list-style-type: none"> Machinery of Government changes 	ARRs – section 10.2, 31 and 32	(not applicable)
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 10.2	6-8
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 10.3	12
Non-financial performance	<ul style="list-style-type: none"> Government’s objectives for the community 	ARRs – section 11.1	6-9
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 11.2	8, 34-41
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.3	28-33
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.4	28-33
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	24-27
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	17
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	42-43
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	97-101
	<ul style="list-style-type: none"> Public Sector Ethics 	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	51-52
	<ul style="list-style-type: none"> Human Rights 	<i>Human Rights Act 2019</i> ARRs – section 13.5	10-11
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.6	6-7
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 14.1	53
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 14.2	48
	<ul style="list-style-type: none"> Internal audit 	ARRs – section 14.3	55
	<ul style="list-style-type: none"> External scrutiny 	ARRs – section 14.4	53-54

Summary of requirement		Basis for requirement	Annual report reference
	<ul style="list-style-type: none"> Information systems and recordkeeping 	ARRs – section 14.5	56
Governance – human resources	<ul style="list-style-type: none"> Strategic workforce planning and performance 	ARRs – section 15.1	57-61
	<ul style="list-style-type: none"> Early retirement, redundancy and retrenchment 	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	61
Open Data	<ul style="list-style-type: none"> Statement advising publication of information 	ARRs – section 16	1
	<ul style="list-style-type: none"> Consultancies 	ARRs – section 33.1	https://data.qld.gov.au
	<ul style="list-style-type: none"> Overseas travel 	ARRs – section 33.2	https://data.qld.gov.au
	<ul style="list-style-type: none"> Queensland Language Services Policy 	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	<ul style="list-style-type: none"> Certification of financial statements 	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	93
	<ul style="list-style-type: none"> Independent Auditor’s Report 	FAA – section 62 FPMS – section 46 ARRs – section 17.2	94-96

FAA *Financial Accountability Act 2009*
 FPMS *Financial and Performance Management Standard 2019*
 ARR’s *Annual report requirements for Queensland Government agencies*

Contacts and key locations

Queensland Police Headquarters	200 Roma Street Brisbane Qld 4000	GPO Box 1440 Brisbane Qld 4001	(07) 3364 6464
Central Region	Rockhampton Police Complex 161 Bolsover Street Rockhampton Qld 4700	PO Box 221 Rockhampton Qld 4700	(07) 4932 3400
Brisbane Region	20 Pickering Street Alderley Qld 4051	GPO Box 1440 Brisbane Qld 4001	(07) 3354 5005
Northern Region	Mundingburra Police Complex 244-246 Charters Towers Road Hermit Park Townsville Qld 4812	PO Box 3737 Hermit Park Qld 4812	(07) 4726 8777
South Eastern Region	Surfers Paradise Police Complex 68 Ferny Avenue Surfers Paradise Qld 4217	PO Box 561 Surfers Paradise Qld 4217	(07) 5570 7924
Southern Region	52 Neil Street Toowoomba Qld 4350	PO Box 144 Toowoomba Qld 4350	(07) 4631 6501
<p>QPS stations are located throughout Queensland. You can locate or contact your nearest station by calling the regional office or 13 QGOV (13 74 68). Alternatively refer to the online station locator accessible at www.police.qld.gov.au/apps/stationlocator/.</p>			

